

**March 21, 2008**

# **Minnesota Department of Human Services**

***RECRUITMENT HANDBOOK FOR INFORMATION  
TECHNOLOGY PROFESSIONALS***



**Minnesota Department of Human Services**



Workforce Planning Consultation to the Minnesota Department of  
Human Services Office of the Chief Information Officer: Deliverable 2  
Recommended Recruitment Strategies and Recruitment Handbook

**March 21, 2008**

*Prepared by:*

**Thomas Norman, Ed.D.**  
**Principal Investigator, Strategic Talent Management**

**Thomas Dohm, Ph.D.**  
**President, Strategic Talent Management**

**Andy Merrill**  
**Director of Communications, Strategic Talent Management**

**STRATEGIC TALENT MANAGEMENT, INC.**  
**416 EAST HENNEPIN AVE., SUITE 204**  
**MINNEAPOLIS, MN. 55414**

# Handbook Table of Contents

<b>Project Overview .....</b>	<b>4</b>
<b>Section 1: Handbook Executive Summary .....</b>	<b>14</b>
<i>Strategic Direction for the Minnesota Department of Human Services .....</i>	<i>12</i>
<i>Organization Theme for Recruitment and Retention .....</i>	<i>Error! Bookmark not defined.</i>
<b>Section 2 — Workforce Planning .....</b>	<b>17</b>
<i>Staffing Forecast Model.....</i>	<i>20</i>
<i>DHS Staffing Model.....</i>	<i>21</i>
<i>Department-Based Orientation Strategies.....</i>	<i>22</i>
<i>Division-Based Orientation Checklist .....</i>	<i>23</i>
<i>Employee Recruitment Checklist —DHS.....</i>	<i>24</i>
<i>Benchmarking .....</i>	<i>26</i>
<i>DHS Recruitment Assessment .....</i>	<i>27</i>
<i>Turnover and Exit Interview Trending.....</i>	<i>28</i>
<b>Section 3 — Recruitment Strategies.....</b>	<b>35</b>
<i>Interviewing Guidelines .....</i>	<i>35</i>
<i>Executive Recruitment Approaches .....</i>	<i>37</i>
<i>Employee Referral Strategy .....</i>	<i>38</i>
<i>Contingency Staffing Considerations .....</i>	<i>38</i>
<i>Realistic Job Preview Format.....</i>	<i>39</i>
<b>Section 4 — Community Coordination.....</b>	<b>40</b>
<i>Recruiting a Diverse Workforce .....</i>	<i>40</i>
<i>Promoting The Minnesota Department of Human Services.....</i>	<i>41</i>
<i>Recommended Internet Strategy and Job Posting Sites.....</i>	<i>41</i>
<i>School-to-Work Programs .....</i>	<i>43</i>
<i>Community Resources.....</i>	<i>44</i>
<i>Job/Career Fairs.....</i>	<i>46</i>
<i>Hosting an Open House.....</i>	<i>53</i>
<i>Local/Regional Recruitment Strategies and Innovations.....</i>	<i>54</i>
<b>Section 5 — Recruitment Resources .....</b>	<b>55</b>
<i>Application Packet Checklist.....</i>	<i>59</i>
<i>Sample Letters.....</i>	<i>60</i>
<i>DHS/Community Profile .....</i>	<i>62</i>
<i>Sample Advertisements .....</i>	<i>65</i>
<b>Appendix A: DOER Workforce Planning Guidelines .....</b>	<b>68</b>
<b>Appendix B: DHS Checklist - New Employees.....</b>	<b>69</b>
<b>Appendix C. Welcome to SSIS.....</b>	<b>70</b>
<b>Appendix D: Second Life Article.....</b>	<b>71</b>
<b>Appendix E: Second Life Article-Results .....</b>	<b>72</b>
<b>Appendix F: Dislocated Worker Providers .....</b>	<b>73</b>
<b>Appendix G: GAO Case Study .....</b>	<b>74</b>
<b>Appendix H: Minnesota Workforce Centers.....</b>	<b>74</b>

# Project Overview

## Introduction

This introduction will provide an overview of the work performed by Strategic Talent Management, Inc. (STM) for the Minnesota Department of Human Services (DHS) as part of its IT Workforce Planning efforts.

As the Minnesota state agency charged with “helping people meet their basic needs by providing or administering information technology coverage, economic assistance, and a variety of services for children, people with disabilities and older Minnesotans” the DHS has a special mission to look beyond the horizon and consider how unprecedented changes in the labor force will impact its ability to continue to provide the information technology human capital to meet the mandates of the organization.

At the heart of this organization is the Information Technology (IT) workforce of DHS which supports increasingly complex and interconnected data systems. This report is the second deliverable in a multi-step project providing an evaluation of current IT workforce strategies and the development of tools and resources to support the development of the workforce resources required by the agency.

The evolving landscape of the American workforce is placing unique pressures on organizations to understand the dimension of change to the labor force and thus creates the need to carefully plan workforce strategies that will successfully navigate these changes. Such changes will be particularly acute in the information technology segment of the DHS workforce. Agency management is being called upon to deploy increasing technology functionality staffed with the ever thinning ranks of experienced professionals.

With the rapid change of IT technology and corresponding skill-set requirements, IT Administrators must balance the needs for new IT applications for emerging infrastructures with the reality of maintaining and supporting large-scale legacy systems. In addition, public sector salary constraints coupled with increasing competition for top tier talent creates a formidable challenge for DHS leadership.

As stated in the RFP, “DHS recognizes the value of considering the dynamics of a rapidly changing aging population and the need to evaluate how it is succeeding in its efforts to build an IT workforce aligned with these realities. The MN DHS, much like many public and private organizations that employ IT workers, recognizes that changing demographics are likely to have a drastic effect on IT staffing in the near future.” To anticipate these changes, DHS IT leadership developed a strategic workforce plan which included a representative group of “technologists, managers, and users who are skilled and well coordinated to achieve DHS and statewide objectives.”

This project was developed based on the leadership of the DHS, the IT Workforce Planning Group working in collaboration with the DHS CIO who commissioned an RFP to engage consulting workforce assistance. This report is the second deliverable of this study which is



designed to improve the overall understanding of issues confronting the DHS IT workforce. Based on the research findings, specific resources will be developed and strategies recommended that will improve DHS's IT overall workforce position. The DHS IT Workforce Planning Group, which led this work, developed a four-phase strategic plan to develop more information about their current situation and to accomplish the following:

- Phase I – Set a Strategic Direction
- Phase II – Four steps:
  - Demand Forecast – Determine the future workforce needed to carry out functional requirements
  - Supply projection – Develop a current workforce profile and project future needs
  - Gap Analysis – Compare demand forecast with supply projection, gaps indicating a future shortage/surplus
  - Strategy Development – strategy to address gaps/surpluses;
- Phase III – Implement the plan considering buy-in, timelines, resources and performance measures
- Phase IV – Monitor Evaluate, Revise

DHS has taken an important step in addressing these issues by engaging consulting services provided by STM. STM's role in this project is to work with DHS's Chief Information Officer, DHS IT Workforce Planning Group and human resource and organization development staff to assess current recruitment strategies, review retention approaches, assess turnover causes, and to develop a comprehensive array of workforce strategies and tools. This project is designed to achieve these objectives by building upon current best-practices, identifying development areas, and building and deploying comprehensive and consistent approaches to recruitment, retention, and retraining of the incumbent IT workforce.

This document provides the recommended recruitment strategies and the IT Recruitment Handbook for Managers as the Phase 2 deliverable of a seven-step workforce development project for DHS. The seven steps are as follows:

### **1. Analysis of Surveys and Identification of Workforce Gaps**

- Project team interviews
- Human Resources staff interviews
- IT Managers interviews
- DHS IT Stakeholders focus groups
- Assess and analyze survey findings/compare results
- Develop DHS Workforce Program Effectiveness Model

### **2. Recommend Effective Recruitment Strategies**

- DHS IT Recruitment Handbook for Managers (containing case studies, workforce planning guidelines, recruitment strategies, community coordination, college and veteran recruitment, and a recruitment handbook)

### **3. Compensation Flexibility Strategies for Public Employees**

- Research document on local and national compensation issues related to compensation flexibility for public sector employees.
- National data survey report on identified IT skill sets to raise awareness of salary benchmarking, compensation flexibility and the range of options available to state agencies.

**4. Recommend Cost-effective Training Opportunities**

- Training Matrix (including a comprehensive range of on-line, open enrollment, credit and non-credit programs fully matched with the needs of the existing and future DHS workforce)

**5. Determine/ Recommend Software Tracking for DHS Current and Future Skill Needs as well as employee competencies and training.**

- This document describes current available software for tracking current and future skill needs as well as competencies and training.

**6. Metrics for Development Ongoing Workforce Planning Efforts**

- A set of measurable performance standards that supports continuous improvement feedback processes.

**7. Executive Presentation of Workforce System Strategies/Handbook**

The research which guided the development of these resources was created through the support of the DHS Chief Information Officer, DHS's Office of the CIO, DHS IT Workforce Planning Group, DHS Human Resource Staff, and DHS IT employees. DHS staff throughout the agency contributed their recommendations and insights which have been incorporated into the following resources.

The IT Recruitment Handbook will position DHS as a stable, technologically advanced organization, interested in customer service and committed to the development of its employees. Consequently, the following recommendations are intended to improve recruitment and retention by endorsing long-term employment and career development for IT professionals within DHS:

- Communicate the value of state employment: An objective review of the positions at DHS in the IT field indicates that state employment is reasonably competitive to attract and retain the numbers of employees and skills sets required to meet agency needs.
- Career Development: Institute a career development process as a means of developing and promoting qualified internal candidates to positions of increasing competence and responsibility consistent with the needs and interests of the individual and the organization.
- Tuition reimbursement: Provide a consistent, nationally-supported tuition reimbursement program designed to promote employee fulfillment, technical competence, management, preparedness, and employee growth and retention within DHS.

- Relocation: Build awareness of available relocation assistance to allow qualified applicants and current employee's access to positions within DHS at different locations. This could serve to relieve IT staff surpluses in some areas and decrease shortages in others. In addition, this resource would provide incentives for qualified candidates to join DHS from within the state and from outside Minnesota.
- Hire a technical recruiter working for IT with a job description designed to proactively seek high caliber recruits for open DHS positions. A recruiter will provide the needed boost to DHS IT supervisors who shoulder the primary burden in recruiting staff for their divisions. This position would also be a liaison to human resources staff to provide needed technical input into the employee searches filtered through Resumix.
- Employee Referral: Consider the development of an employee referral procedure designed to build the applicant pool by using internal employees as a consistent recruitment and referral resource.
- Employee Recognition: Provide consistent and highly visible acknowledgment of employee success. IT staff participation on recognition committees is highly recommended.
- Pay Levels: Review compensation and benefit plans to benchmark differentials between public and private wage levels to help understand the relative competitiveness of state employment.
- DHS Recruitment Theme: Increase the amount of branded information going to DHS staff and potential applicants marketed under a mission-consistent theme designed to elicit interest in the helping functions of the agency and the role that IT contributes.
- Deploy the Recruitment Handbook as a strategic and consistent means of increasing the size and quality of the applicant pool.

**Applicable research from Deliverable 1 indicates the following:**

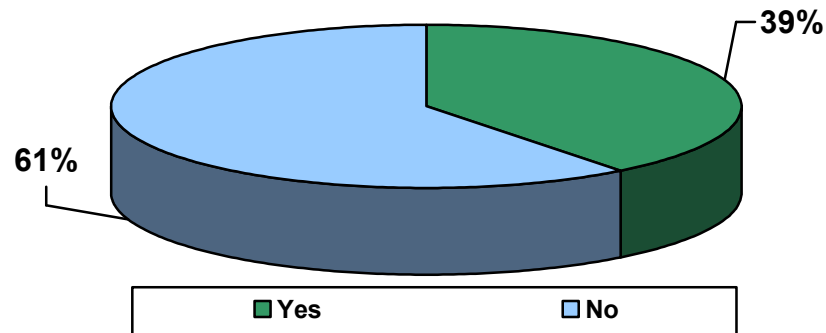
- The following is a list of motivating factors for IT employment at DHS:
  - Mission of the agency
  - Security of state employment
  - Ability to work with the leading edge technology
  - Work in an environment that has a level "playing field"
  - Continuous learning opportunities
  - Compensation and healthcare benefits
  - Career potential
  - Work at something that makes a difference
  - Atmosphere
  - Work-life balance
  - Collegiality
  - Quality of supervisor
- Sources of recruitment for DHS IT employees included the following:
  - Contractors who have experience with the agency
  - Co-workers, friends, relatives, service recipients

- Layoffs from other state agencies
  - IT college graduates with a social service mission interest
  - College graduates with a passion for IT
  - Self-taught IT professionals with an interest in working with the State
  - Career professionals who wish to transition from the private sector to a more stable state employer
  - Applicants from DHS Website
  - Individuals seeking a promotion from other municipal, county and state agencies
  - Interns and staff who were employed in summer jobs
  - County employees
  - Vendors with agency experience
  - Graduates of the University of Minnesota and MnSCU institutions
  - Student workers and on-the-job training programs (phased out program no longer active)
  - SOS Recruiting Office
  - Applicants from Monster, Dice and Indeed web sites
- Factors identified as impacting IT retention at DHS:
- Positive management and co-workers
  - Managing to the individual employee needs
  - Availability of personal and professional development
  - Heavy handed agency mandates forced on staff with little communication
  - Would like to see greater supervisor discretion
  - Challenges to the mission of DHS
  - Promotions and career paths geared to the individual
  - Positive morale
  - Agency-wide breadth of projects
  - More clearly identifying the real benefits that exist (i.e., average compensation, flexible work schedules, work from home options, and the assumption stable employment is available at DHS)
  - Good co-workers, chance to work on projects that make a difference
  - Being able to work on and contribute to team-based initiatives
  - Employee recognition
  - Management style/practices of supervisor
  - Positive work life and family balance availability which can be seen as being more important than better pay and more rapid career advancement
  - Treatment of employees nearing retirement who are reported to be marginalized and are often not assigned projects.
  - Opportunities to work part-time while retaining health care benefits

### **Technical Supervisor's Survey**

The Technical Supervisor's Survey reported a number of relevant data related specifically to staffing needs of the agency. This information is highlighted in the following section as it was used as a basis for the handbook developed specifically for DHS:

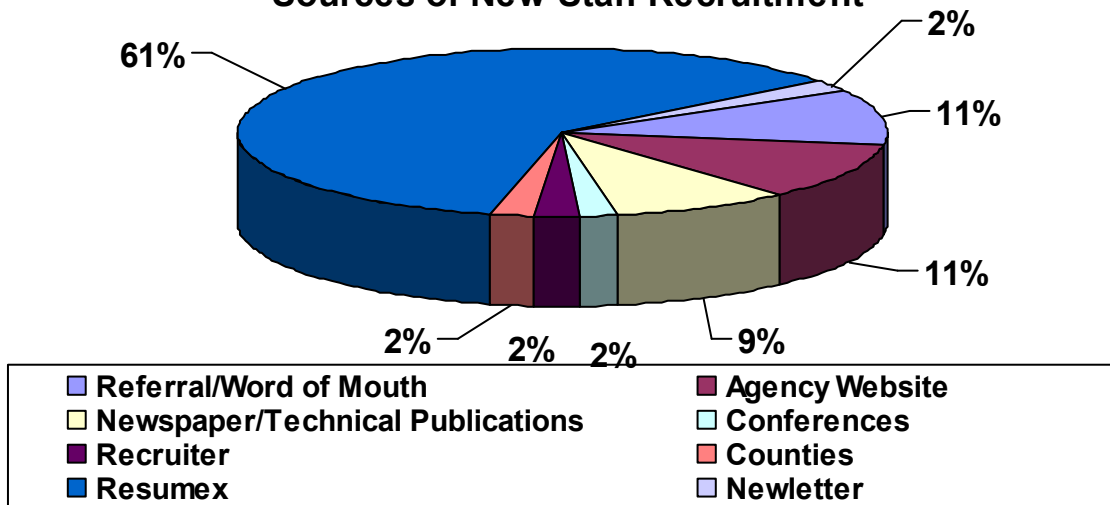
**Staffing Levels Sufficient to Support Business Objectives**



Recruitment activities need to anticipate a number of changes in agency operations that will contribute to future staff shortages which include:

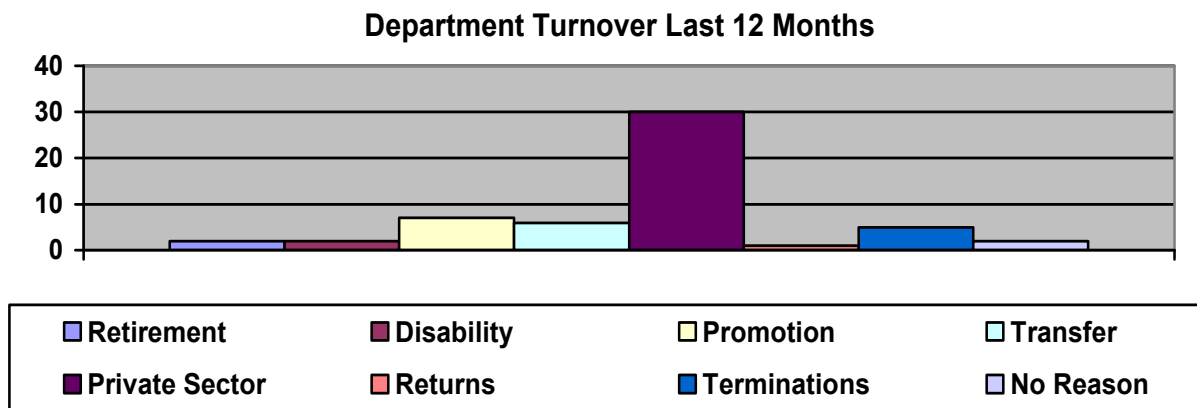
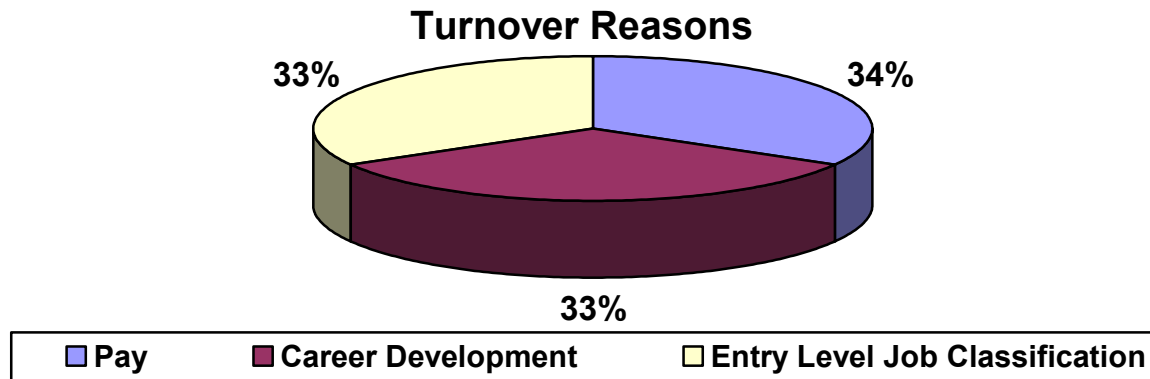
- Agency growth and 24x7 operations
- Staff requirements for systems changes and implementing new systems
- Meeting the demands of financial and clinical programming and report writing
- Hiring in a timely manner and communicating the status of applicants for agency IT positions
- Compensation issues around Java Programmers

**Sources of New Staff Recruitment**



Agency IT staff reported a range of recruitment resources currently being used. While 88% of the respondents used DHS/Resumix as their exclusive recruitment resource, focus group findings revealed that the majority of new employees were referred to by staff or family familiar with the agency.

Three primary reasons for staff attrition were reported by IT staff managers and are displayed in the following chart. Compensation, limitations on long-term career development and having to hire new staff in entry level positions were seen as the primary reasons that IT staff were leaving the agency.



Different strategies recommended by IT managers and line staff point to the need for a vibrant recruitment process specifically targeted to meet the evolving workforce needs of the agency.

Staff reported using contractors operating in areas such as development, Sun Server and Solaris support functions, PDA applications, Java mentoring and consulting, web authentication development, and Java development. Respondents indicate that there are approximately 24 different contracting organizations and individuals supplementing the IT workforce. While this tactic represents a strategic and reasonable response to various project needs and staffing shortfalls, enhancing the recruitment pipeline will have positive cost benefits and contribute to the agency's ongoing workforce planning success.

Survey information also revealed that additional information related to job duties, career development and compensation and benefits will be useful in reducing the number of rejected job offers. The following reasons were given why applicants have rejected positions with DHS IT:

- Salary
- Union job
- Not enough starting vacation
- Opportunities for success
- Job duties
- Need to relocate to Minnesota
- Salary structure of state employment
- Limited career opportunity

Future recruitment strategies recommended by staff were also polled in the surveys. IT supervisors responded that the following resources would improve their recruitment effectiveness:

- Improved salary
- Increase communication with HR regarding the technical requirements of DHS IT positions
- Increase salary and training opportunities commensurate with the private sector
- Invest at the agency level in recruitment activities
- Contract with a headhunter
- Attend college job fairs
- Advertise jobs
- Provide a Division-wide training budget and training plan

Attraction to state employment and specifically DHS is an important factor in the recruitment process. IT Supervisors responded that the following factors were present in people interested in state employment:

- Perception of job security
- Perceived high quality benefits
- Good work environment, meaningful work
- Reputation of the state as a good employer
- Desire to serve in government and be part of the solution
- Service to fellow citizens
- Stability of working in a state IT shop and avoiding the ups and downs of private employment
- Opportunities to work with new technologies and platforms

The IT Recruitment Handbook is specifically designed to address DHS's workforce needs by using a materials approach which is expected to increase the number of qualified candidates available for short, mid, and long-term recruitment objectives. These recommendations are offered as a means of improving the overall workforce environment of DHS. While there are costs associated with implementing these policies, we anticipate that DHS will experience significant human resource savings as a result of these initiatives.

## ***Strategic Direction for the Minnesota Department of Human Services***

### **Recruiting and Staffing**

The goal of this handbook is to build an IT recruitment resource designed to proactively recruit key personnel and increase the number of IT candidates available to DHS personnel on a local, regional, and national level. The use of the IT Recruitment Handbook for DHS managers will contribute to achieving the following objectives:

- Improve sourcing and staffing strategies that add value and lower costs for the staffing function
- Accelerate the hiring process in a competitive environment
- Increase hiring activity through continuous improvement of the recruiting, staff development, and retention process
- Regarding DHS IT careers, increase the amount of information available to community organizations that are in a position to refer qualified candidates to the agency.
- Consistently use a range of recruitment resources in an effort to reduce cost and time per hire.
- Use the recruiting process to contribute to the mission of DHS
- Recruit diverse candidates who will positively impact the organization
- Develop effective staffing/recruitment/retention procedures in a tight labor market
- Provide DHS IT Managers supplemental information on the recruitment resources designed to meet specific hiring needs
- Provide resources to hiring managers to hire the right candidate quickly
- Evaluate the recruitment/staff development/retention programs to discover opportunities for improvement

This resource guide has been developed with the contributions of many DHS IT and Human Resources staff. The information presented is based upon research conducted at DHS and by reviewing the literature of recruitment best practices. Through this review we have selected strategic “best practices” and materials designed to offer DHS additional support in the recruitment process. The handbook is intended to be a resource for all DHS staff involved in IT recruitment. The materials in this document would be especially relevant for DHS IT staff dedicated to the recruiting function.





## Section 1: Handbook Executive Summary

The Recruitment Handbook is designed to be used by managers to meet the recruitment needs of human services IT professionals. DHS IT managers are developing a team of professionals for some of the most demanding and rewarding careers anywhere.

The Minnesota Department of Human Services is the largest, and one of the most technically advanced state agencies providing advanced recruitment resources specifically designed to meet the evolving needs of the agency's IT workforce. Employee success is the result of the contributions of DHS team members and their commitment to the mission of the agency. DHS employees' dedication to serving clients, communities and the State of Minnesota is second-to-none.

The Recruitment Handbook is designed to support and build upon current agency, and state-sponsored recruitment activities and to be consistent with Department of Employee Relations' policies and procedures, as well as to complement existing agency recruitment and marketing initiatives.

Due to the restricted supply of the IT workforce in the Minneapolis/St. Paul labor markets, numbers of available trained personnel, wage rates, and other factors such as current hiring timelines for new employees, DHS is experiencing a variety of issues relative to the recruitment of information technology professionals. In some operational areas, acute staff shortages exist.

This manual has been prepared with these factors in mind and is designed to support DHS in its recruitment efforts. The goal is to increase the number of potential employment candidates interested in DHS.

The DHS Recruitment Handbook offers a convenient set of sample resources designed to complement existing state recruitment initiatives. The approach recommended is a progressive schedule of increasing amounts of information depending upon the group of prospective candidates. These groups may range from students just beginning to consider career options to candidates looking specifically at DHS for career-related employment opportunities.

The Recruitment Handbook was designed to be a resource for DHS IT managers. Please carefully review all of the printed materials. The Wage and Benefit Summary and Sample Letters must be revised for consistency with DHS employment benefits.

The Recruitment Process flowchart summarizes the concept behind the Recruitment Handbook. The Employee Recruitment Checklist recommends outreach tools for particular recruitment purposes and activities; the tools have been carefully planned to produce maximum value.

The overall goal of the DHS IT Recruitment Handbook is to improve the agency's effectiveness in hiring and retaining IT professionals. To achieve that goal, we have gathered data on the current strategies used and developed a model designed to build upon current strengths and to introduce new strategies to ensure access to the greatest array of candidates possible.

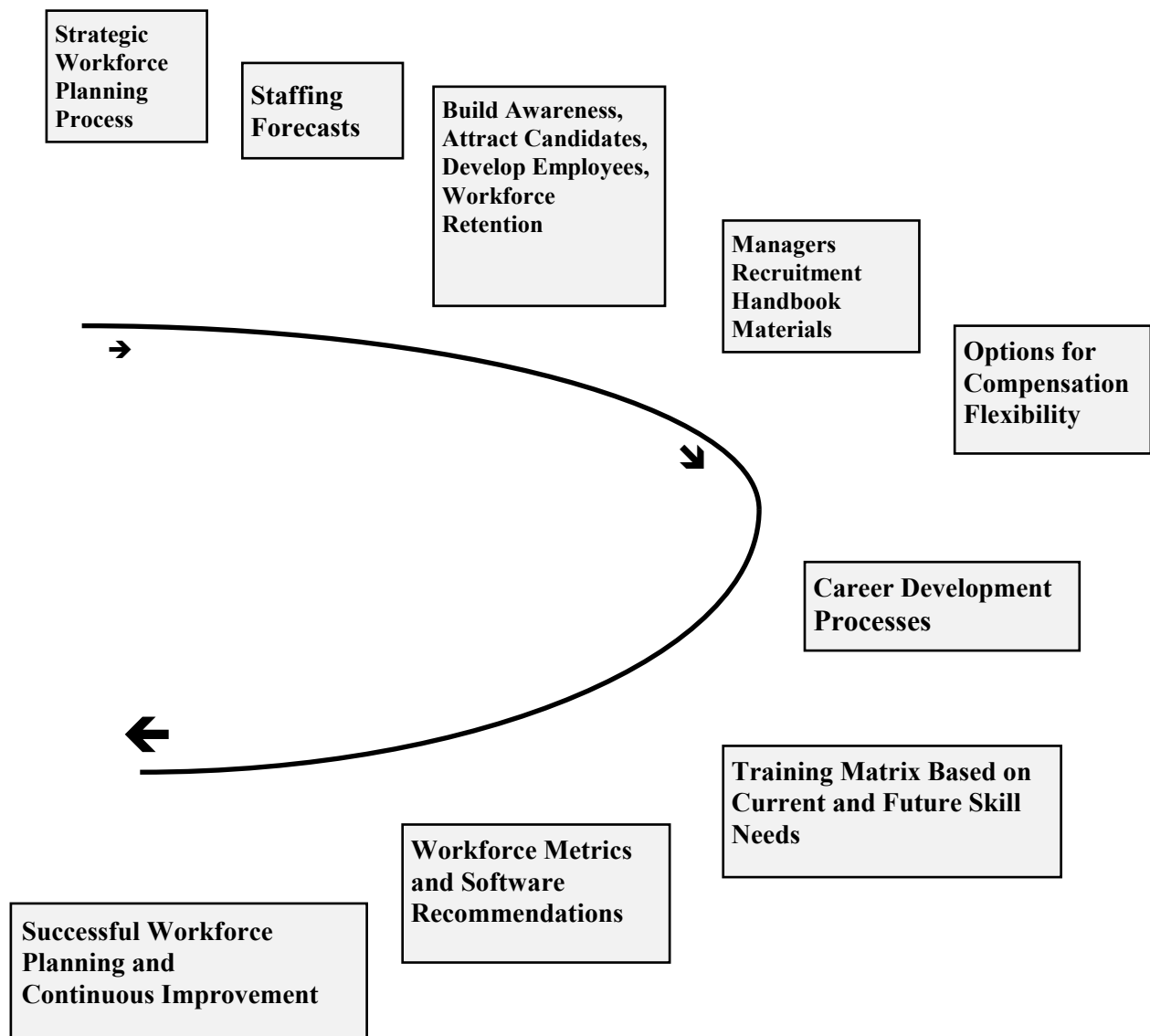
The strategic intent of this process is to view human resources and IT as strategic business partners in the recruitment process. This handbook is divided into seven sections:

- Section 1: Handbook: Executive Summary
- Section 2: Workforce Planning
- Section 3: Recruitment Strategies
- Section 4: Community Coordination
- Section 5: Recruitment Resources
- Appendix

The material in this Handbook will chart a course for effective recruitment and serve to present the long-term career potential available with DHS.

### **DHS Workforce Effectiveness Model**

The DHS recruitment handbook supports the following workforce effectiveness model.



## ***Organization Theme for DHS IT Recruitment and Retention***

### **“Technology- Committed to Service and Careers”**

As the Minnesota state agency charged with “helping people meet their basic needs by providing or administering information technology coverage, economic assistance, and a variety of services for children, people with disabilities and older Minnesotans”, DHS IT employees have a special mission to look beyond the horizon and consider how unprecedented changes in the labor force will impact its ability to continue to provide the information technology human capital to meet the mandates of the organization. At the heart of this organization is the Information Technology (IT) workforce which supports increasingly complex and interconnected data systems.

Recruiting for information technology professionals interested in the human services mission of DHS IT employment requires building a “brand” for the career opportunities offered through DHS. To accomplish this goal, a consistent theme needs to be used to brand recruitment communications.

The theme for this effort builds upon DHS’s mission and can be branded as “Technology-Committed to Service and Careers.” The concept behind this recruitment theme is recognition of DHS as the state’s largest agency and the employer of choice among IT professionals. In addition, an extremely important recruitment advantage is to demonstrate DHS’s interest in people defining and developing their careers as employees of the Minnesota Department of Human Services. The concept “Technology-Committed to Service and Careers” represents DHS’s commitment both to its employees and to the clients, stakeholders, organizations, and communities it serves.

## Section 2 — Workforce Planning

The goal of the Recruitment Handbook is to support DHS managers' efforts in developing and retaining a consistent supply of qualified candidates for information technology positions. The Department of Employee Relations (DOER) has an existing workforce planning strategy that is recommended material for managers to complement this Handbook. The website for the planning guides is located at [www.doer.state.mn.us/wfplanning/wfpGuide.htm](http://www.doer.state.mn.us/wfplanning/wfpGuide.htm)

Our goal is not to duplicate or supplant the existing workforce planning model, but rather to draw out specific elements of the plan most relevant for DHS. In addition, complementary information is provided based on the unique challenges in recruiting IT professionals. A copy of the DOER Workforce Planning Guide has been provided as Appendix A .

The DOER Workforce Planning website presents a very helpful orientation to the strategy behind workforce planning. DOER's Workforce Planning and Strategic Direction guidelines are located at [www.doer.state.mn.us/wfplanning/36-40.htm](http://www.doer.state.mn.us/wfplanning/36-40.htm). The information outlined by DOER presents the strategic vision established by the state of Minnesota for workforce planning and is presented in summary below:

### Workforce Planning and Strategic Direction

Below is a brief outline of the steps needed to set a strategic direction. Following the outline, definitions and instructions for the various steps are described.

1. Organize and mobilize strategic partners: Locate and enlist key players within the organization and among customers.
2. Set vision, mission, value, and objectives: Compose vision, mission, values, and objective statements that provide a foundation for defining and implementing strategic plans.
3. Review organizational structure: Examine current workforce demographics, competencies, and workload.
4. Conduct business process reengineering: Analyze and redesign processes across the organization.
5. Set measures for organizational performance: Define how the organization will know when and if it has succeeded.
6. Position HR to be an Active Partner: Put HR leaders in the front of the strategic planning effort.

When setting a strategic direction, it is important that:

- Clear milestones are set with associated time periods for their completion in order to reach the planned future state.
- Targets are realistic, objective and attainable.
- Performance audits are taken to determine the organization's progress in meeting the strategic plan.
- If there is a gap between the plan and reality, additional steps are taken to ensure that the strategic plan will be implemented or the plan is revised.

This section is designed to complement the material presented by DOER by focusing these recommendations and adding supplemental data designed to support the specific planning necessary for a Staffing Forecast Model, a Recruitment Process Flowchart, an Employee Recruitment Checklist, a Benchmarking Exit Interview Process, and means of trending results and implications.

The information contained in the Recruitment Handbook is presented to add value to ongoing recruitment efforts and offers a complete means of tracking workforce requirements. The recommended workforce planning model provides a systematic assessment of workforce content and composition issues and will help determine what actions must be taken to respond to current and future staffing needs. Actions to be taken may depend upon external factors (e.g. skill availability) as well as internal factors (e.g. turnover). These factors may determine whether future skill needs will be met by recruiting or by training internal staff members.

Workforce planning begins with a consideration of four issues:

1. Determining the composition and content of the workforce that will be required to achieve the objectives outlined in the IT Strategic Business Plan. This approach will help position and prepare DHS IT management to strategically deal with ongoing changes in the information technology industry and a predicted and continuing shortage of potential employees.
2. Identifying the gaps that exist between the direction of the organization and the current staffing levels, including any special skills that will be required to keep pace with the changing needs of information technology.
3. Determining the recruiting and training plans for permanent and contingent staff that must be put in place to deal with gaps.
4. Deciding on the comprehensive matrix of resources that will be used to meet the skill needs for functions/processes required by DHS now and in the future.

The Minnesota Department of Human Services currently has systems in place that help determine workforce content and composition. Following the strategic business plan, a staffing assessment should be conducted. The Human Resource department is viewed as a strategic business partner in the IT workforce planning process. This process involves examining both the staffing issues raised by the organization's strategic intent, and the staffing issues relevant to achieving these objectives. For some skills critical to strategic goals that take longer to develop, it may be necessary to look beyond the normal planning horizon.

### **Recruiting and Training Action Plans to Deal with Identified Gaps**

For recruiting and training action plans, the objective is clear, close the gaps. These action plans would typically include:

- The objective the plan is intended to accomplish
- The specific activities that will be done
- The responsible individual or team
- The schedule, with milestone activities identified
- The performance indicator(s) and target(s)

An issue that will surface is whether recruiting, training, or a combination of the two is the proper approach to meet the staffing need. One means of approaching this issue is to consider the following:

- Is the skill in such short supply in the external marketplace that external hiring would be costly and challenge current compensation classifications?
- If training is the solution, is there danger that newly trained employees are hired by competitors before the agency can recover its training investment? An organization that plans far enough ahead may be able to work on the future employability of employees whose skills might otherwise be surplus, by helping them develop the skills that are projected to be needed tomorrow.
- If, in defining itself, an organization is committed to helping employees develop their careers, this provides a real opportunity to “walk the talk.”

Another issue for consideration in action planning is the appropriate use of contingent and contract staff. This approach is useful when the staffing assessment indicates that the number of employees will vary significantly and may be related to major project implementations. If the skill issues are not core to the functioning of the unit, or if employees can be found who prefer to not work a continuous schedule, using temporary and unclassified staff may be the most effective approach. This clearly has implications for the workforce planning process.

The purpose of the Staffing Forecast Model is to provide a consistent approach to planning and considering short, mid, and long-term staffing needs and is the first step in using the Recruitment Handbook. The Staffing Forecast Model presents a format in which to plan your staffing strategy by considering changes to the labor force based upon business growth, staffing mix, labor market trends, and attrition levels.

The Employee Recruitment Checklist is the heart of the Recruitment Handbook. This matrix was designed based upon considerable research and input of best practices from companies nationally. The matrix is designed to match short, mid, and long-term strategies with the appropriate recruitment tools incorporated as part of the Recruitment Handbook. This approach will support individual divisions within DHS by helping develop and deploy specific recruitment tools to match current hiring objectives. By ensuring that recruiting strategies are fully consistent with long-term business objectives, appropriate and effective short and mid-term tactics can be applied.

Benchmarking the success of the recruitment interventions is an important criterion of success. In addition, identifying and establishing protocols for determining causes of turnover is a performance objective for DHS. Additionally, an exit interview will give HR management, administration, and operational feedback on reasons for employee departure.

### ***Staffing Forecast Model***

Forecasting staffing needs based upon the strategic objectives of the organization is an essential starting point in the recruitment process. The following model provides a framework to forecast staffing needs. These factors are recommended for consideration as part of the staffing model:

- Project needs
  - Anticipated staffing needs over the next 12 months
  - Estimated changes in business activity over the next 12 months
  - Business activity areas
  - New business pending
- Staffing mix
  - Number of full-time equivalents (FTEs) required
  - Ratio of FTE/PT employees
  - Optimum mix of full- and part-time employees
  - Diversity objectives
  - Internal and external candidates
- Staffing experience
  - Turnover rate—replacement requirements
  - Turnover reduction goals
  - Current labor market trends

Combined, these factors can be evaluated to provide increased accuracy in predicting staffing needs. Indicated staffing requirements can be addressed through the use of the Recruitment Handbook. The following model is provided to assist in the staff planning process:



## ***DHS Staffing Model***

Division

Date .....

Forecast Period .....

Forecast Developed by .....

.....

.....

.....

### Model

IT Classifications	Job Title/ Operational Areas	Division	Location	Current Staffing Levels	Projected Staffing Levels FTEs	+ or -	Annual Turnover Rate	Annual Recruitment Goals	Monthly Recruitment Goals
-----------------------	------------------------------------	----------	----------	-------------------------------	--------------------------------------	--------	----------------------------	--------------------------------	---------------------------------

Total

### Example

Job Family/Level	Job Title/ Operational Areas	Division	Location	Current Staffing Levels	Projected Staffing Levels FTEs	+ or -	Annual Turnover Rate	Annual Recruitment Goals	Monthly Recruitment Goals
---------------------	------------------------------------	----------	----------	-------------------------------	--------------------------------------	--------	----------------------------	--------------------------------	---------------------------------

Total

### ***Department-Based Orientation Strategies***

Preparing new DHS employees for long-term career success is a critical objective with shared responsibility at every level in the organization. To support this objective, orientation of new employees will introduce the individual to the organization and to the staff in operational work areas.

Existing orientations designed to acquaint new employees with the DHS philosophy will remain the same and will continue to focus on providing detailed information on employee benefits and the requirements of being a DHS employee. Recommendations for unit-based orientations are designed to improve the “soft skill” understanding of DHS employment.

IT hiring managers should use the following checklist to ensure that new employees are given an orientation to the “soft skills” side of employment with DHS. This approach to successful “onboarding” should at a minimum include:

- |  |   |
|--|---|
| <input type="checkbox"/> Supervisor introduction | <input type="checkbox"/> Problem solving strategies                       |
| <input type="checkbox"/> Facility introduction   | <input type="checkbox"/> Scheduling                                       |
| <input type="checkbox"/> Staff introduction      | <input type="checkbox"/> Peer support                                     |
| <input type="checkbox"/> Training reinforcement  | <input type="checkbox"/> Supervisor follow up at two weeks and two months |
| <input type="checkbox"/> Group welcome           | <input type="checkbox"/> Other department/agency -specific orientation    |

In addition, to help new employees make their transition, each operational unit is recommended to have an employee mentoring program. Designed to be an informal source of support, unit mentors will be volunteers who have typically been employees for more than one year and who have an interest in providing support for new employees. The role of the mentors will be to support a positive entry into DHS and to serve as a source of support for individuals employed in a large, dynamic environment.

Mentors do not interfere with or have any supervisory responsibilities, but this role is aimed at offering an informal source of support for new employees following the one-day organizational overview. Unit-based mentors are recommended to support new employees who may feel lost in very busy environments and who may benefit from an alternative source of employee development assistance. Examples of successful on-boarding strategies currently being used by DHS are provided as Appendices B and C.

***Division-Based Orientation Checklist***

Operational Unit .....	Employee .....
Job Family .....	Hire Date .....
Division Orientation Date .....	Follow-Up Date .....
Position .....	Supervisor .....
Mentor .....	1 <sup>st</sup> Evaluation Date .....

Check off as completed:

- ☐ Introduction to department and relevant agency personnel
- ☐ Tour of agency, operational area
- ☐ On-the-job requirements
- ☐ Job-specific training
- ☐ Logistics (payroll, benefits, parking, breaks, meals, etc.)
- ☐ Core Hours
- ☐ Employee career development procedures
- ☐ Assignment of a peer coach
- ☐ Other department/agency-specific requirements
- ☐ Follow-up timetable, responsibility

Notes:

.....

.....

.....

.....

Follow-up Needs:

.....

.....

.....

.....

Please see Appendices B and C for excellent examples of DHS Divisional on-boarding and orientation practices.

***Employee Planning Guide —DHS***  
***Recommended Resources and Process (Revise as Necessary)***

<b>Recruitment Planning Process</b>	<b>Staffing Forecasts</b>	<b>Action Plans</b>	<b>Strategy</b>	<b>Timeframe</b>	<b>Recruitment Track/Progress</b>	<b>Recruitment Handbook Materials</b>	<b>Continuous Feedback</b>
The Minnesota Department of Human Services business goals and objectives  Workforce level and composition	Number of employees required in The Minnesota Department of Human Services operational areas	<b>Internal</b> <ul style="list-style-type: none"> <li>• Career development and transition</li> <li>• Internal promotions</li> <li>• Lateral transfers</li> <li>• Regional relocation policy</li> <li>• Employee referral program</li> </ul>	Promotions or relocation from within the organization for positions of similar or increased responsibility	Short- / mid- to long-term	<ul style="list-style-type: none"> <li>• Define promote-from-within policy</li> <li>• Employee recruitment of qualified personnel</li> <li>• Continue current range of activity</li> <li>• Develop expanded relationships with cooperative organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Employee referral program</li> <li>• Division-based orientation practices</li> <li>• Employee referral programs</li> </ul>	Outcome tracking and continuous feedback and improvement process
		<b>External</b> <ul style="list-style-type: none"> <li>• Recruitment matrix</li> <li>• Labor market considerations</li> <li>• Staffing options</li> </ul>	Access currently trained candidates	Short-term	<ul style="list-style-type: none"> <li>• Internet</li> <li>• Newspaper ads</li> <li>• Training providers</li> <li>• Shared applicants among divisions</li> <li>• Local and regional job leads listings</li> <li>• Telephone hotlines</li> </ul>	<ul style="list-style-type: none"> <li>• Sample newspaper ads</li> <li>• Application packet</li> <li>• Include job listing with realistic job preview</li> </ul>	
		Attract individuals considering career changes  Building awareness of The Minnesota Department of Human Services as the employer of choice for employees in the information technology field	Attract individuals considering career changes  Building awareness of The Minnesota Department of Human Services as the employer of choice for employees in the information technology field	Mid to long-term  Longer-term	<ul style="list-style-type: none"> <li>• Recruitment from organizations in transition</li> <li>• Community-based agencies</li> <li>• Diversity-based service organizations</li> <li>• Develop Internet access for internal career development and job applicants</li> <li>• Job fairs/ career fairs/ open houses</li> <li>• High schools</li> <li>• Internships</li> <li>• Workforce centers</li> <li>• College career centers</li> <li>• Volunteer organizations</li> <li>• Professional associations</li> <li>• Training institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment letter with hiring forecast</li> <li>• Job preview</li> <li>• Brochure</li> <li>• Flyers</li> <li>• Wage/ benefit summary</li> <li>• Application</li> <li>• Certification requirements</li> <li>• Recruitment video/DVD (recommended)</li> </ul>	Outcome tracking and continuous feedback and improvement process

# A sample management report

## DHS Recruitment/Retention Tracking Matrix

[illegible]

## ***Benchmarking***

Benchmarking the effects of the recruitment process demonstrates the organizational change process directed toward continuous staffing improvement. This process will identify best practices among the recommendations provided. Benchmarking the success of this effort will also help to analyze what occurred to make improvements and will aid the integration of useful methods and measure their effect upon the organization. For example, leading state IT operations such as Michigan's would be a useful standard in which DHS strategies could be compared.

### **Overview**

Designing a specific set of benchmarks for The Minnesota Department of Human Services involves a four-step process: plan, research, analyze, and implement.

#### *Step One: Plan:* Benchmarking

- Link benchmarking efforts to the organization's strategic plan and organizational goals.
- Determine what internal information relating to recruitment will be gathered.
- Identify internal benchmarking opportunities.
- Focus on specific, targeted issues and measures.

#### *Step Two: Research:* Benchmarking Information

- Identify data sources used in the handbook as benchmarking targets
- Collect data
- Determine the extent to which the material provided has been used.

#### *Step Three: Analyze:* What Do I Do With All This Data?

- Analyze data for common findings, suggested improvements and gaps.

#### *Step Four: Implement:* Need for Implementation

- Present findings, establish goals, implement specific changes, and monitor progress.
- Redefine benchmarks as part of a continuous improvement process.
- Determine return on investment.

### **Implementation tips and strategies:**

1. Communicate findings to agency Office of the Chief Information Officer management team, IT Workforce Planning Group and other interested stakeholders
  - a. Present findings as bullet points.
  - b. Display results of data in graphic form (bar charts, pie charts).
2. Identify opportunities for improvement.
3. Gain commitment and support from top management.
4. Establish goals.
5. Develop measurable objectives (desired outcomes).
  - a. Example: Within three months after the implementation, the total number of applicants will increase by 20% over a comparable period a year earlier.

### ***DHS Recruitment Assessment***

Measuring improvements in recruitment and retention rates is an extremely important aspect of ongoing staffing success. The following table provides a means to track improvements in agency staffing outcomes.

Operational Area ..... System-wide .....  
Positions ..... All Areas .....

Time Frame	Turnover Rate	Internal Agency Applicant Pool	# of Applicant Sources	Cost per Hire	Average # of Days to Hire (DOH)	% of Hires from Each Source	Average # of Days from DOH to Fully Functional	Recruitment Resources Used
------------	------------------	--------------------------------------	------------------------------	---------------	--	-----------------------------------	---	-------------------------------

## ***Turnover and Exit Interview Trending***

Capturing reasons for employee turnover is critically important in understanding agency workforce dynamics. Understanding why employees are leaving provides managers insights and opportunities to ensure employee retention.

IT managers should use the existing turnover metrics and data available from DHS Human Resources. The internal web-based location of this information should be located with agency human resources information. It is important to become familiar with the range of information available related to recruitment and retention produced by DHS and use this information as critical intelligence in developing a specific approach to staffing consistent with agency guidelines.

In order for this information to be applicable, it is critical that accurate data be collected. Exit interviews represent a prime opportunity to gain candid information on reasons for employment transition. Such debriefings can provide objective feedback on working conditions or patterns of management behavior that may have contributed to an employee's decision to leave.

Normally an exit interview is conducted at the time an employee is terminating employment with DHS, but it should also be done upon an employee's internal transfer.

The exit interview should be limited to a discussion of the reasons an employee has decided to leave DHS. It is not an appropriate forum for convincing an exiting employee to change his or her mind. It is also not the place to discuss whether your organization is willing to serve as an employment reference for the departing worker. Discussing these topics will discourage the employee from speaking with candor and are best discussed at another occasion, such as the time an individual submits his or her resignation.

### **Exit Interview Trending Process**

Results of the exit interview, when considered with turnover statistics and other organizational information, should help identify possible actions, programs, or other appropriate responses to recruitment and retention issues. Ownership of the process will remain with the agency Human Resources Department.

Exit interview procedures need to be documented and made available to appropriate staff representatives throughout the organization. Representatives should be responsible for conducting exit interviews and supplying results for analysis and reporting when separations occur at their location. The procedure should include a structured interview format, flexible in design to encourage responses based upon reasons for separation.

Other required elements of the exit interview process include (1) procedures for data analysis, (2) periodic reporting, and (3) training modules for interviewers and managers. Benchmark information to collect and utilize “best practices” will also be required to help set standards and evaluate the process over time.



### **Specific Development Recommendations**

1. Confirm the exit interview process, highlighting the relationship to other functional areas of Human Resources.
2. Aggregate the data produced through the structured exit interview based on type of termination and common responses to why employees are separating from employment.
  - a. Prepare structured interview worksheet (form)
3. Draft supporting procedure to initiate, conduct, and follow up on results of exit interviews. Supporting procedures should clarify the following:
  - a. Eligible employees and events prompting use of exit interviews
  - b. Supervisors' roles and responsibilities
  - c. Human Resources roles and responsibilities;
    - i. Preparation for and scheduling exit interviews
    - ii. Conducting structured interviews
    - iii. Follow-up activities to document results and initiate further action when warranted
    - iv. Develop management report formats highlighting turnover trends
    - v. Provide regular reports to hiring managers and other interested stakeholders
4. Design transmittal letter, questionnaire, and guidelines for conducting selected exit interviews; and draft supporting procedures.
5. Submit preliminary drafts to organization for HR review and feedback.

### **Handling Results**

1. Draft procedure to compile interview results, analyze collected information, and report findings. This can be done by using demographic employee data, exit interview information, and follow-up information as needed from immediate supervisors.
2. Develop "Training Module Outline for Interviewers", and "Guidelines for HR Managers' Use of Exit Interview Results"
  - a) Identify specific competencies required as prerequisites for those conducting exit interviews.
  - b) Outline training topics, suggested exercises, and key teaching points for use in customizing instruction.
3. Develop guidelines for supervisors and managers who may review selected results from an exit interview.

Much like employee opinion surveys, exit interviews conducted by DHS are a prime opportunity to gain candid information on employment conditions. By doing so, one can then identify consensual views on specific conditions or patterns of management behavior which may have contributed to employees' decisions to leave. The exit interview should focus on what is most important to the business needs of DHS. Also, basic separation information can be beneficial in understanding why employees are leaving. Open ended questions should focus on:

- Recruitment/referral service

- Initial selection practices
- Orientation
- The degree to which the job met the employee's expectations
- Benefits
- Training
- Advancement opportunities
- Supervision
- Company culture
- Pay
- Other positive and negative features of the agency
- Specific reasons for the resignation

The sample exit interview form that follows provides additional ideas about some of the questions to ask. The following information is recommended as a set of best practices for exit interviewing. Interviews should be conducted on both voluntary and involuntary terminations. A neutral party should conduct the interview. To obtain candid information, confidentiality is important. The information gained may be used to help identify areas of concern regarding employment conditions. What trends can be documented from the exit interviews, i.e. poor supervision in an area or inadequate health insurance benefits? Is DHS losing its best employees because of salary practices which may not have kept up with the marketplace? Additionally, good exit interview practices may help avoid costly legal action by a disgruntled employee.

Finally, a well executed exit interview gives the opportunity to present the organization in the best possible light. An employee on the way out the door who is treated with respect and courtesy is far more likely to retain favorable impressions of DHS.

A Sample Exit Interview and Process and Questionnaire follow:

The following process flowchart illustrates a recommended exit interviewing approach designed to provide feedback on turnover trends.

Step	Hiring Manager	Hiring Manager/Staff	HR Management	Employee
1.				Employee notifies supervisor of separation from employment
2.	Receives employee separation notice and notifies Human Resources Dept.		Utilizes established policies to determine exit interview protocols	
3.		Consults with hiring manager to determine if exit interview is required	HR reviews policy compliance to ensure valid levels of data collection	
4.		Contacts employee and conducts exit interview		
5.		Results are collected monthly and forwarded to Division/HR management	HR management reports turnover trends	Employee expresses possible interest in reemployment
6.		Re-hire potential is added to employee file		
7.		Recruitment source is tracked to assess turnover levels by staffing source		If employee identifies safety, harassment, EEO, legal business unit, manager, or ADA concerns
8.			Notify and coordinate appropriate action if an immediate concern needs to be addressed	
9.		Completed exit interviews are compiled		
10.		Enters exit interview record into database	Exit interview trending protocols are applied separating turnover into controllable and uncontrollable	
11.	Operational management responds to trending information	Generate qualitative/quantitative data analysis and management reports	Review management indicator reports with manager and recommend changes if necessary. Primary trends are factored into strategic business plan, workforce planning system	
12.	Ongoing review of unit employee retention success	Maintain exit interview documents	Coordinate ongoing implementation of changes	
13.		Re-hire opportunities are communicated to former employees as appropriate	Employees are considered for reemployment	
14.	Employee Separation Completed			

### Sample Exit Interview Questionnaire (Revise as Necessary)

Name: \_\_\_\_\_ Employment Date: \_\_\_\_\_

Manager: \_\_\_\_\_ Termination Date: \_\_\_\_\_

What type of work did you do?

How did you come to work for the Minnesota Department of Human Services?

What prompted you to seek alternative employment? (Check all that apply).

- |   |   |
|---|---|
| <input type="checkbox"/> Type of work                         | <input type="checkbox"/> Quality of supervision |
| <input type="checkbox"/> Compensation                         | <input type="checkbox"/> Work conditions        |
| <input type="checkbox"/> Lack of recognition                  | <input type="checkbox"/> Family circumstances   |
| <input type="checkbox"/> Self-employment                      | <input type="checkbox"/> Retirement             |
| <input type="checkbox"/> Health reasons                       | <input type="checkbox"/> Benefits               |
| <input type="checkbox"/> Career opportunity (Please describe) |   |

\_\_\_\_\_  
☐ Other (Please specify)

Before making your decision to leave, did you investigate the possibility of a transfer?

☐ Yes ☐ No

If "yes," what options were offered?

What did you think of your supervision in regard to the following?

Item	Almost Always	Sometimes	Never	Comments
Demonstrated fair and equal treatment.				
Provided recognition on the job.				
Developed cooperation and teamwork.				
Career development was available.				
Encouraged/listened to suggestions.				
Resolved complaints and problems.				
Followed policies and practices.				

How would you rate the following in relation to your job?

Item	Excellent	Good	Fair	Poor	Comments
Cooperation within your department					
Cooperation with other departments					
Communications in your department					
Communications within the company as a whole					
Communications between you and your manager					
The training you received					
Potential for career growth					
Opportunity for advancement					

Was your workload usually:

☐ Too great ☐ About right ☐ Too light

Comments: \_\_\_\_\_

How did you feel about your salary and the employee benefits provided by The Minnesota Department of Human Services?

Item	Excellent	Good	Fair	Poor	Comments
Base salary					
Medical / Dental Plan					
Short and Long-term Disability Plans					
Training Availability					
Pension					
Quality of Management					
Career Development Opportunities					

Are there any other benefits you feel should have been offered?

☐ Yes ☐ No

If "Yes," what? \_\_\_\_\_

Any other comments on benefits?

\_\_\_\_\_

1. How frequently did you get feedback and/or performance reviews? What were your feelings about them?
2. How frequently did you have discussions with your manager about your career goals?
3. What did you like most about your job and or The Minnesota Department of Human Services?
4. What did you like least about your job and or The Minnesota Department of Human Services?
5. What does your new job offer that your job with The Minnesota Department of Human Services does not?
6. What recommendations would you have for making The Minnesota Department of Human Services a better place to work?
7. Would you recommend The Minnesota Department of Human Services to a friend as a place to work?  
\_\_\_ Yes, without reservations \_\_\_ Yes, with reservations \_\_\_ No

Additional comments about your job or The Minnesota Department of Human Services:

## Section 3 — Recruitment Strategies

When addressing information technology recruitment needs, it is easy to overlook national resources. In this section, procedures for purchasing national mailing lists and utilizing Internet job posting bulletin boards are outlined. These resources can be extremely helpful in identifying information technology professionals available in your area, as well as accessing emerging technologies to highlight career opportunities available with DHS. A recruitment-based web site can be a useful means of marketing DHS employment opportunities at a national level and is highly recommended.

This section also contains tools designed to aid Human Resources staff to develop a stronger connection with applicants. The information also is intended to give prospective applicants a better picture of the information technology industry and what their jobs will entail at DHS. Also included in this section are suggestions for an employee referral program. This program is offered to encourage referrals of qualified applicants from our largest source of potential applicants: current employees.

This information can be used to improve the connection between DHS prospective employees, speed the decision-making process, and improve applicant understanding of their potential role in the Minnesota Department of Human Services workforce.

### ***Interviewing Guidelines***

Conducting an effective interview takes preparation and practice. Appropriate interview training will provide best practices designed to support interviewing staff effectiveness and consistency—before, during, and after you meet with the job candidate.

Consider the following approaches to structure and conduct interviews to gather information effectively. Concentrate on the critical skills needed and identify the most appropriate questions to recruit the best candidate:

- Identify skills and competencies needed for the job
- Ask the job-relevant questions
- Ensure “defensibility” of decisions
- Evaluate candidates accurately
- Assess the technical skills of candidates using instruments that have been assessed for their validity.

By employing the full range of skills needed in the interviewing and hiring process, increased success can be gained by focusing on specific criteria for employee success. Using a convenient, detailed interviewing portfolio that is organized to show how to prepare for the interview, what to do during the interview, and how to use your information after, will lead to the selection of candidates who will succeed at DHS. The following steps outline a best practices approach:

### Before the Interview

- Analyze skills and competencies needed for the job.
- Structure the interview to get information efficiently.
- Enhance your personal interviewing style.
- Know and understand DHS/DOER/EEOC/ADA guidelines.

### During the Interview

- Create immediate rapport when you open the interview.
- Use Behavior Description Interviewing techniques such as stating “tell me about a time where you ....What was your role? What were the results?” to draw out the best information from candidates.
- Manage interviews with very quiet or very talkative applicants.
- Separate substance from “sizzle”.
- “Tell, sell, and close” the interview to keep applicants interested.
- Apply the right interviewing strategy in different situations.

### After the Interview

- Evaluate the candidate.
- Interpret all information to make the best hiring decision.
- Reach consensus with other interviewers or candidate ratings.
- Reduce the number of second interviews.
- Build confidence in making hiring decisions.
- Decrease work force turnover.
- Hire more employees who succeed.



## ***Executive Recruitment Approaches***

Considerations on whether to use executive recruiters should be based upon whether DHS has the time and availability to actively engage in the recruitment process.

Search firms are an important part of the employment process, and Human Resource professionals involved in the hiring function typically deal with them on a needs basis. It is important, therefore, to understand the different categories of search firms and how they operate. For the sake of clarity, firms will be broken down into Retained, Contingency, and Other.

*Retained search firms* are given an exclusive contract by the client company to source, interview, and present qualified candidates for a particular position until the firm is successful in filling the opening. The client company is invoiced for a predetermined fee plus expenses as the search progresses.

*Contingency search firms* receive non-exclusive job orders from the client companies to fill specific positions. As competing contingency search firms may receive the same order, there is no commitment by any particular contingency firm to fill such job orders. While the applicable fee is agreed upon in advance, it is not payable unless and until a contingency firm presents the candidate that is hired by the client company.

IT Recruitment firms represent a variety of agencies and companies that provide temporary employees with technology skill sets. These organizations offer “temporary to hire” employees, contract employees, and also have recruiters paid on an hourly basis who can provide supplemental recruitment services

A significant factor to consider when looking at using an executive search firm is the level of industry familiarity or contacts available to both the employer and the firm. DHS can engage in the same type of research that search firms use to encourage interest. Also, compare the cost of hiring a search firm to the normal costs of in-house recruiting, advertising, staff time, and materials. Another decision point is the level within the organization of the position to be filled. The higher the level, the more likely an executive recruiter will be involved in the search. Senior management positions are much more likely to be filled using a search firm than are line management positions.

A final point to review when considering this strategy is the benefit of filling a position with an internal candidate, which results in developing and keeping talent already employed. This strategy represents a cost savings over bringing in a new employee. In many cases this is not an option, but where there is an opportunity to identify internal candidates significant cost savings can be realized. In addition to cost savings, there are employee morale benefits to hiring from within, the demonstration the career potential of DHS.

Success rates of executives who have been brought in to DHS versus those who have risen through the ranks can be considered in assessing whether to hire executive recruiting firms.

Specifically, searches for the most senior executive positions at DHS that are not political appointees can be facilitated by a retained executive search firm. For other management personnel, especially at the director/regional administrator level, the following contingency-based organizations are recommended for evaluation to determine their ability to manage periodic staffing requirements.

### ***Employee Referral Strategy***

Research indicates that an important source of recruits for an organization comes from its current employees. Employee referrals apply to all levels, positions, and specialties in the organization.

Employee referral programs need to be consistent, straightforward, and applied organization-wide. Position announcements, in addition to being posted in all existing public locations, should be broadcast via inserts in all employee communiqués, and agency intranet. Detailed job descriptions should be made available via the internet, accessible postings, and at the human resource office and communicated to agency personnel. By releasing the recruitment energy of almost 375-400 DHS IT staff members and consistently rewarding them for successful applicants, the pool of potential employees will be increased.

### ***Contingency Staffing Considerations***

Considerations for workforce contingencies is a complex process that combines elements of workforce planning, staff development, compensation, and labor market considerations.

Planning considerations in information technology are multifaceted and comprised of the following factors:

- Level of staff required: The number of staff required is related to the level of standard demand and the number of peak level employees who may be required. Additional factors to consider are the capabilities and technical abilities needed.
- The number of core and non-core personnel
- Skills/Disciplines
- Demand
- Number of Staff
- Employee Levels

These factors can be incorporated into the personnel planning matrix required by The Minnesota Department of Human Services. Focusing on the key staffing components indicated above will allow an improved level of workforce functionality as staffing is viewed as an integrated, organization-wide role.

## ***Realistic Job Preview Format***

Realistic job previews are an effective means to improve the understanding of the challenges and opportunities of becoming a DHS IT employee. Job previews typically contain an overview of the position and indicate the advantages and disadvantages inherent in these jobs. Designed to supplement recruitment marketing efforts, the documents balance sometimes unrealistic expectations of applicants with a positive, yet reality-based outline of the job. The elements are recommended to provide applicants helpful information related to the overall value of DHS IT positions:

### **Job Preview**

#### *Position*

- 
- 
- 

#### *Working Conditions*

- 
- 
- 

#### *Employment Projections (i.e. number of annual anticipated hires)*

- 
- 
- 

#### *Training, Other Qualifications, and Advancement*

- 
- 
- 

#### *Job Outlook*

- 
- 
- 

#### *Related Occupations*

- 
- 
- 

#### *Sources of Additional Information*

- 
-

## Section 4 — Community Coordination

This section highlights workforce diversity recruitment strategies and longer-term community awareness plans such as participation in local career, recruitment, and open house events. These activities foster community identity and will help establish DHS as the employer of choice among information technology professionals.

These local events serve both short-and long-term recruitment needs, but are principally targeted at establishing DHS as an organization people think of for information technology employment.

Specific suggestions on hosting and participating in such event will follow. These activities market DHS's strength as a progressive, stable, and people-oriented organization that supports a diverse workforce. These attributes need to be shared and conveyed to the public as part of the long-term approach toward encouraging ample numbers of new information technology professionals.

### ***Recruiting a Diverse Workforce***

The Minnesota Department of Human Services is an affirmative action/equal opportunity employer. One of the primary goals of the Recruitment Handbook is to support and build upon successful local diversity initiatives.

The following grid outlines a recommended strategy for increasing awareness of DHS and information technology employment opportunities among minority candidates.

<b><i>Diversity Recruitment Resource</i></b>	<b><i>Action Steps</i></b>
Newspaper advertisements	Identify and place DHS ads in local minority publications.
Direct referrals	Open houses are advertised and held in areas of high minority concentration.
Community-based service agencies/ minority recruitment sources	Establish contact and referral procedures for qualified candidates. Develop a personal set of contacts.
Workforce Centers	Establish contact and referral procedures for qualified candidates.
Workforce Councils	Establish relationship with and consider participation on local councils.
Military installations	Establish contact and referral procedures for qualified candidates.

## ***Promoting The Minnesota Department of Human Services***

In today's competitive labor market, advertising must be crafted to put forth an effective image, one that pictures the opportunities and work environment at DHS, and positions DHS as the employer of choice. Due to competition, plain ad listings will not compete well in this marketplace. To be successful, potential candidates need to know how they will benefit by joining DHS and be keyed into the sense of "mission" that attracts applicants to information technology occupations.

### **Trade Publications**

Government Technology Magazine

### **Military Publications**

- Army Times ● Navy Times ● Air Force Times — Published every Monday
- Military Installation/Base Newspapers

### **Regional Newspapers**

Advertising in local publications is highly recommended as a means of sharing information technology employment opportunities. Also, consider recruiting by advertising in specialty publications and smaller community newspapers; this is especially useful in increasing diversity in the workforce. This approach demonstrates the career potential of a major regional employer in allowing employees to grow their careers within the organization.

- Startribune.com
- Twincities.com
- Minneapolis Spokesman.com
- St. Paul Recorder.com

## ***Recommended Internet Strategy and Job Posting Sites***

Since the inception of the Internet, searching for employment has drastically changed. The days of "linen paper" resumes with matching envelopes seem to be quaint reminders of the past. Information technology professionals have been in the vanguard of this revolution and have irrevocably changed the employment landscape. As the state's largest employer, Minnesota government has adopted many of the attributes of technology assisted employment, including automating applicant processing and screening through the RESUMIX system. In addition, state employment opportunities are advertised through the state employment website maintained by the Department of Employment Relations.

There are two current noteworthy trends. The first is that as the general public has become more sophisticated in using the internet in conducting their job searches, "traditional" resources such as monster.com and other resume matching services are losing ground to more employer specific sites and social networking sites.

The second trend is that the growth of social networking sites for employment purposes has been especially dramatic. In Appendices D and E there are two articles from *Government Technology Magazine* that demonstrate the value of using “Second Life,” an interactive website, as a professional recruitment resource. In addition, LinkedIn.com is a widely used professional networking resource. Both resources, coupled with greater attention paid to the employment areas of organizational websites are trends worth emphasizing as part of a leading recruitment strategy

To help navigate the myriad of choices, a selection of both traditional and updated sites is recommended. All of the sites are fairly easy to use and provide nearly instantaneous access to a broad range of interested professionals. Additionally, tracking the production of each recruitment source is important.

No one site should be relied on exclusively and priority should be given to the employment portion of the DHS home page. By expanding DHS’s current internet site, the agency can capture the trend of modern job seekers who go directly to the organization’s website. Traffic to a specific organization website indicates that this remains the number one internet strategy used by organizations. This tactic is a low-cost/highly effective means of sharing employment opportunities that will contribute substantially to the recruitment approaches employed by DHS.

In addition to the existing web site, an employment track containing the following elements will be extremely useful in communicating employment opportunities.

Specific web site components may include:

- A page welcoming the employment interest of a broad range of applicants
- An excellent example of an award winning website that offers an inviting approach to recruitment is from the CH Robinson Company in Eden Prairie Minnesota. Their web address is: <http://www.chrobinson.com/careers/default.asp>
- Easy directions for exploring career options for IT positions at DHS
- Listing of all The Minnesota Department of Human Services open positions
- A “meet our employees” section describing career opportunities at DHS
- Job descriptions separated into primary IT classifications allowing potential applicants to explore specific career paths in IT at DHS
- Employee wage and benefit summaries providing approximate information relating to the full value of state IT employment
- URLs to easily refer applicants to Resumix for the online completion of the employment application.
- Community profiles indicating the benefits of a Midwestern lifestyle with hot links to appropriate web sites such as Chambers of Commerce, cultural attractions, sports teams housing and school information
- Copy of agency newsletters and operational level or unit communications, if appropriate and available
- Updated job openings by facility/location
- Employee testimonials
- E-mail capability to ask about positions/qualifications

- Applicant tracking connections to monitor the progress of interested candidates
- An “Applicant-in-process” contact protocol indicating the status of an individual’s application with DHS

For example, workforce.com recently compiled its ten best employment websites which can be helpful in benchmarking leading practices that should be considering for the DHS homepage. In addition to maximizing the effectiveness of the agency recruitment website, the following organizations are suggested as electronic recruiting resources. Information on posting job opportunities on these sites is available on the sites themselves. Many of them offer online Career Fairs or Hiring Events.

Posting available positions on appropriate websites is highly recommended. Suggested sources include:

DICE	<a href="http://www.dice.com">http://www.dice.com</a>
Careerbuilder.com	<a href="http://www.careerbuilder.com">http://www.careerbuilder.com</a>
My Space	<a href="http://www.jobs.myspace.com">http://www.jobs.myspace.com</a>
LinkedIn	<a href="http://www.linkedin.com">http://www.linkedin.com</a>
Federal CareerOneStop	<a href="http://www.careeronestop.org/">http://www.careeronestop.org/</a>
University of Minnesota	<a href="http://www.umn.edu/goldpass">http://www.umn.edu/goldpass</a>
Craig’s List	<a href="http://www.minneapolis.craigslist.org">http://www.minneapolis.craigslist.org</a>
Center for Strategic Information Technology and Security a MNSCU Center of Excellence	<a href="http://www.strategicit.org">http://www.strategicit.org</a>

Department of Employment and Economic Development

	<a href="http://www.minnesotaworks.net/">http://www.minnesotaworks.net/</a>
Secondlife	<a href="http://www.secondlife.com">http://www.secondlife.com</a>
CareerMosaic	<a href="http://www.careermosaic.com">http://www.careermosaic.com</a>
Information Technology & Medical Employers on the Net	<a href="http://www.pohly.com/emp.shtml">http://www.pohly.com/emp.shtml</a>
Information Technology	
Recruiters on the Net	<a href="http://www.members.aol.com/pipohly/">http://www.members.aol.com/pipohly/</a>
Job Span	<a href="http://www.jobspan.com">http://www.jobspan.com</a>
The Monster Board	<a href="http://www.monster.com">http://www.monster.com</a>

### ***School-to-Work Programs***

A wide array of workforce development resources is available to DHS to help achieve recruitment and workforce development goals including the following resources:

#### ***School-to Work Initiatives***

DHS has used an extremely successful set of initiatives designed to improve access to high school students entering the workforce. A successful program that would be accessible for school to work as well as regular recruitment support includes the following:

- Center for Strategic Information Technology and Security- A MNSCU Center of Excellence [www.strategicit.org](http://www.strategicit.org)

The rapidly evolving capability of information and communication technology requires an equally rapid evolution of knowledge and skills. The Center for Strategic Information Technology and Security collaborates with businesses and other organizations to create and deliver information technology expertise for business success and offers resources for student networking, internships and career enhancement. Institutional partners include Metropolitan State University (lead institution), Inver Hills Community College and Minneapolis Community and Technical College.

### **Contact**

Bruce Lindberg  
Executive Director  
Center for Strategic Information Technology and Security  
Metropolitan State University  
[Bruce.Lindberg@metrostate.edu](mailto:Bruce.Lindberg@metrostate.edu)  
612-659-7228

### ***Community Resources***

#### **Public Sector Resources**

The following information has been adapted from The Minnesota Department of Employment and Economic Development's (DEED) websites to accurately convey the full range of employer resources available through public resources.

The Department of Employment and Economic Development has also launched a new job matching website located at <http://www.minnesotaworks.net/> which can help DHS'S applicant search process. With a simple, free registration, you can access the largest database of Minnesota job seekers and quickly link to the state's economic development resources.

In addition, Minnesota's Dislocated Worker Program provides quality services to employers and employees alike across all 87 Minnesota counties. Whether you are a worker, an employer, or a service provider who serves dislocated workers, basic information on programs and program services are provided through Minnesota's workforce centers. The service providers are generally, but not always, workforce centers. A comprehensive list of Minnesota's dislocated worker providers is attached as Appendix F. These programs can be especially useful for organizations utilizing legacy based technologies. Combined, these resources provide a low to no cost resource to reach out to the community in an efficient and effective way. For general information about how DHS can access professionals in employment transition contact:

Anthony Alongi, Director  
Dislocated Workers Program/TAA  
Minnesota Dept. of Employment & Economic Development  
First National Bank Building, Suite E200



332 Minnesota Street  
St. Paul, MN 55101  
Phone: (651) 259-7528  
E-Mail: [Anthony.Alongi@state.mn.us](mailto:Anthony.Alongi@state.mn.us)

## **Federal Resources**

CareerOneStop <http://www.careeronestop.org/>

This site is useful in recruiting hard-to-find candidates as well as up-to-date labor market trends, tips, and tools.

Links within this website provide additional tools:<sup>1</sup>

- job seekers (<http://www.careeronestop.org/Audience/JobSeekers/JobSeekers.aspx>),
- students (<http://www.careeronestop.org/Audience/Students/Students.aspx>),
- businesses (<http://www.careeronestop.org/Audience/Businesses/Businesses.aspx>), and
- career professionals  
(<http://www.careeronestop.org/Audience/Professionals/Professionals.aspx>)

## **State of Minnesota Resources**

There are excellent resources online specific to Minnesota and are readily available to DHS IT managers. Rather than duplicate the efforts of other agencies such as DEED, this Handbook pulls together, organizes, and utilizes material from these resources which are particularly relevant to DHS IT managers. Throughout this handbook, web site links are provided for DHS managers seeking more detailed information from the topics. A major web site resource referenced and quoted may be found at: <http://www.mnwfc.org/adultyouth.htm> and <http://www.mnwfc.org/careers.htm>

## **The Minnesota WorkForce Center System**

Note: Source for description of Minnesota Workforce Center System:

<http://www.mnwfc.org/index.htm>

The Minnesota WorkForce Center System provides the tools, resources and services for employment, training and related workforce development needs. The Minnesota WorkForce Centers represent a unique partnership of employment and training organizations that reflect the needs of each community. Workers, employers, students, and those looking for a first job or returning to the workforce will find that nearly all services are offered at no cost. Each Minnesota WorkForce Center houses a resource area of relevant materials for job seekers. State Workforce Centers, locations and contact information is listed in Appendix H.

## ***Job/Career Fairs***

Job/Career Fairs are excellent places that connect potential job candidates with employers

Some sources for finding out about job fairs may be found at:

(<http://www.deed.state.mn.us/events/index.htm#tcevents03#tcevents03>) and  
(<http://www.deed.state.mn.us/events/index.htm#gmevents03#gmevents03>)

DHS units wishing to host job fairs should contact: [DEED.Jobfairs@state.mn.us](mailto:DEED.Jobfairs@state.mn.us).

A DEED website that provides job fair information:

<http://www.deed.state.mn.us/events/index.htm#jobfaircompanies#jobfaircompanies>).

At this website, the following information is provided:

### **Job Fair Companies**

- Personnel Strategies, Inc.( <http://www.psijobfair.com/schedule.htm>) offers technical and diversity job fairs in the Twin Cities and other areas of the nation.
- [www.iseek.org](http://www.iseek.org) posts additional job fairs and other helpful information for job seekers.
- Carousel Expo has a job fair directory listing job fairs, career fairs and recruiters open houses in each state. See [www.carouselexpo.com/minnesota.htm](http://www.carouselexpo.com/minnesota.htm) for Minnesota listings or [www.carouselexpo.com/](http://www.carouselexpo.com/) for other U.S. listings. This is a free service for both job seekers and job fair producers.

Additional Resources available for DHS IT positions can be accessed through Untapped Populations of Workers through these programs and services:

- Disability Services ([http://www.deed.state.mn.us/rehab/index\\_empty.htm](http://www.deed.state.mn.us/rehab/index_empty.htm))  
Discover a new resource of workers and ways of removing barriers to hiring people with disabilities.
- Vocational Rehabilitation (VR) is for people with disabilities who need our services to prepare for work, or to find and keep a job.
- You may be eligible for VR if you have a physical or mental disability which makes it difficult for you to find or keep a job, and if you require VR services to prepare for, secure, retain, or regain employment.
- To obtain information on applying, contact the Minnesota Workforce Center nearest you (<http://www.deed.state.mn.us/rehab/offices/index.htm>).

### **Accommodating Jobs**

- Getting the right job aid to do the work  
(<http://www.deed.state.mn.us/rehab/adajobmods.htm>)
- Assistive Technology (<http://www.deed.state.mn.us/rehab/vr/assistiveindex.htm>)
- ADA Resources (<http://www.deed.state.mn.us/rehab/ada/>)

### **Finding and Keeping Work**

- Job Placement - services that are sensitive to disability issues  
(<http://www.deed.state.mn.us/rehab/vr/placement2.htm>)
- Community Rehabilitation Programs (<http://www.deed.state.mn.us/rehab/crp/index.htm>)
- On-Going Support Services (<http://www.deed.state.mn.us/rehab/ee/index.htm>)
- Extended Employment Providers  
([http://www.deed.state.mn.us/rehab/ee/svc\\_provider.htm](http://www.deed.state.mn.us/rehab/ee/svc_provider.htm))

#### Assistance with Living in the Community

- Independent Living (IL) Centers (<http://www.macil.org/>) - Help from other people with disabilities find accessible housing or transportation and other services.
- Minnesota Relay  
(<http://www.state.mn.us/portal/mn/jsp/content.do?programid=536884651&id=-536881350&agency=Commerce>) - Contact for persons who are deaf or hard of hearing.
- State Council on Disability  
(<http://www.state.mn.us/portal/mn/jsp/home.do?agency=MSCOD>)
- First Call Minnesota (<http://www.cnomy.com/?dn=firstcall-mn.org&pid=1PONU28HS>)  
- for other basic needs and problems.
- Public Transit (<http://www.metrocouncil.org/transit/index.asp>) - including Metro Mobility
- Deaf and Hard of Hearing Services Division  
([http://www.dhs.state.mn.us/main/idcplg?IdcService=GET\\_DYNAMIC\\_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id\\_000081](http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id_000081))

#### For More Information on Rehabilitation Services Programs

(<http://www.deed.state.mn.us/rehab/offices/index.htm>) contact:

Department of Employment and Economic Development  
Rehabilitation Services Branch  
First National Bank Building  
332 Minnesota Street, Suite E200  
St. Paul, Minnesota 55101  
Phone: 651.259.7366 or 800.328.9095  
TTY: 651.296.3900 or 800.657.3973  
Fax: 651.297.5159

#### **Foreign (Alien) Labor Certification Program (<http://www.deed.state.mn.us/flc/index.htm>)**

This program allows employers to hire foreign workers as permanent or temporary employees. The employer may apply for a labor certification from the U.S. Department of Labor when it can be demonstrated that there are insufficient qualified U.S. workers available and willing to perform the work at wages that meet or exceed the prevailing wage (<http://www.foreignlaborcert.doleta.gov/wages.cfm>) paid for that occupation in the area of intended employment.

#### Regulations

This program is governed by the Immigration and Nationality Act (INA: 8 U.S.C. 1101 et seq.) and by 20 CFR Parts 655 and 656

([http://www.foreignlaborcert.doleta.gov/pdf/PERM\\_Final\\_Rule\\_12-27-04\\_FR.pdf](http://www.foreignlaborcert.doleta.gov/pdf/PERM_Final_Rule_12-27-04_FR.pdf)) administered by the U.S. Department of Labor, Employment and Training Administration.

#### Permanent Employment

The Department of Labor will process a labor certification application for professional and nonprofessional occupations under the PERM program. A professional occupation means an occupation for which a bachelor's degree or higher degree is a usual education requirement. A nonprofessional occupation means any occupation for which a bachelor's degree or higher degree is not a usual requirement for the occupation

#### Temporary Employment

The Department of Labor will process a labor certification application for agricultural workers under the H-2A program and a labor certification application for non-agricultural workers under the H-2B program. The USDOL also processes labor condition applications for Specialty (professional) Workers under the H-1B program.

#### Required Wages

The wages paid to a foreign worker must meet the prevailing wage for work applied under the PERM, H-1B and H-2B programs. The wages paid to a foreign agricultural worker under the H-2A program must meet the Adverse Effect Wage Rate.

#### How to File

Applications filed for permanent employees (<http://www.foreignlaborcert.doleta.gov/perm.cfm>) must be filed directly with the U.S. Department of Labor. For employees who will work in Minnesota, applications are processed by the Chicago National Processing Center, Division of Foreign Labor Certification, 844 N. Rush Street, 12th Floor, Chicago, IL 60611.

Applications filed for temporary H-1B employees (<http://www.foreignlaborcert.doleta.gov/h-1b.cfm>) must be filed directly with the Department of Labor.

Applications filed for temporary H-2A agricultural workers (<http://www.foreignlaborcert.doleta.gov/h-2a.cfm>) must be filed directly with the Department of Labor. For employees who will work in Minnesota, applications are processed by the Chicago National Processing Center, Division of Foreign Labor Certification, 844 N. Rush Street, 12th Floor, Chicago, IL 60611. A copy of the application must also be sent to:

The Minnesota Department of Employment and Economic Development  
Foreign Labor Certification Unit  
332 Minnesota St., Suite E200  
St. Paul, MN 55101-1351

Applications filed for temporary H-2B non-agricultural workers are first submitted to the state workforce agency (SWA) in the state where the work will be performed. For employees who will work in Minnesota, applications must be sent to:

The Minnesota Department of Employment and Economic Development  
Foreign Labor Certification Unit

332 Minnesota St., Suite E200  
St. Paul , MN 55101-1351

Email questions or comments to [deed.foreignlabor@state.mn.us](mailto:deed.foreignlabor@state.mn.us).  
Older Worker Program (<http://www.deed.state.mn.us/oldwkr/index.htm>)

**Veterans Programs** (<http://www.deed.state.mn.us/veterans/index.htm>)

DHS IT Managers should consider hiring military service members who are transitioning back into civilian life and seeking employment. More information about how military experience provides skills needed by today's businesses may be found by going to the Military to Civilian Occupation Translator (<http://www.acinet.org/acinet/moc/>).

**Why hire a veteran?**

Returning service members bring unique skills and experience to the civilian workforce. Because of their training and their work ethic, many companies report that veterans make excellent employees, with a higher rate of retention.

**What do I need to know about veterans' rights and responsibilities?**

The following resources provide information to employers of veterans:

- elaws USERRA Advisor (<http://www.dol.gov/elaws/userra.htm>), U.S. Department of Labor  
Offers employers and veterans information on their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA)
- National Committee for Employer Support of the Guard and Reserve (<http://www.esgr.org/employers2/default.asp>)
- Offers information, including a downloadable Employer Resource Guide ([http://www.esgr.org/contents/download/ESGR\\_HR\\_Guide\\_Final.pdf](http://www.esgr.org/contents/download/ESGR_HR_Guide_Final.pdf)), to employers of National Guard and Reserve members.

**Where do I go to recruit veterans?**

More than 3,400 One-Stop Career Centers nationally offer employers assistance connecting with and recruiting veterans. Many One-Stop Career Centers offer resources including specialized local Veterans' Employment Representatives (LVERs) and Disabled Veterans' Outreach Program (DVOP) staff who work solely with veteran populations and can provide relevant veteran applicant referrals. To get started accessing these services, locate your local One-Stop Career Center (<http://maps.servicelocator.org/military/onestopsearch.aspx>). The following One-Stop Career Centers are located in the Minneapolis/St. Paul metropolitan area:

- HireVetsFirst Employer Zone (<http://www.hirevetsfirst.gov/hirenow.asp>) offers online recruitment resources for employers
- CareerOneStop's Military to Civilian Occupation Translator (<http://www.acinet.org/acinet/moc/>) shows which military skills and experience are the closest match for a variety of civilian occupations.

- The Army Partnership for Youth Success (PaYS) (<http://www.armypays.com/>) provides an opportunity for businesses of more than 500 employees to partner with the U.S. Army to provide quality jobs to qualified youth after serving their country.

#### Where can I post jobs for veterans?

- Register (<http://www.hirevetsfirst.gov/employer.asp>) as a HireVetsFirst employer.
- Review VetSuccess.gov's ([http://www.vetsuccess.gov/resources/career\\_sites/](http://www.vetsuccess.gov/resources/career_sites/)) extensive list of job banks for other job-posting ideas.
- Find out more about hiring severely injured service members ([http://www.militaryhomefront.dod.mil/portal/page/itc/MHF/MHF\\_HOME\\_1?section\\_id=20.40.500.393.0.0.0.0](http://www.militaryhomefront.dod.mil/portal/page/itc/MHF/MHF_HOME_1?section_id=20.40.500.393.0.0.0.0)).
- Find out more about hiring spouses of service members ([http://www.military.com/spouse/0,,form\\_emp,00.html](http://www.military.com/spouse/0,,form_emp,00.html)).

#### **Welfare To Work Programs** [Source material: <http://www.deed.state.mn.us/welwork/index.htm>]]

The State of Minnesota provides funding for the Minnesota Family Investment Program (MFIP), which is managed through the Minnesota Department of Human Services (DHS). For information on MFIP, please visit the Department of Human Service's website ([http://www.dhs.state.mn.us/main/idcplg?IdcService=GET\\_DYNAMIC\\_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id\\_004112](http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id_004112))

or contact your local WorkForce Center (<http://www.mnwfc.org/field/>). The Department of Employment and Economic Development (DEED) works with DHS to assist in the Employment Services aspect of this program. For more information, please visit the MFIP-Employment Services (<http://www.deed.state.mn.us/programs/mfip.htm>) program page in the Department of Human Services.

DHS also manages the Diversionary Work Program (DWP) ([http://www.dhs.state.mn.us/main/idcplg?IdcService=GET\\_DYNAMIC\\_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id\\_028634](http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=id_028634)). This is a four-month program that helps low-income Minnesota families find a job. The goal of DWP is to help parents immediately go to work rather than go on welfare. Parents are expected to sign an employment plan before their family is approved for DWP. After families have an employment plan, they can receive financial assistance to meet their basic needs and get other support services, such as food support and child and health care assistance.

When most families first apply for cash assistance, they will participate in DWP.

#### Contact Information

Bruce Borgh or Steve Erbes, Program Coordinators  
Minnesota Department of Employment and Economic Development  
1st National Bank Building  
332 Minnesota Street, Suite E200  
St. Paul, MN 55101-1351

Phone: 651-296-1826 or 651-297-4841; TTY: 651-296-3900  
E-mail: Bruce.Borgh@state.mn.us or Steve.Erbes@state.mn.us “

**Youth Development Services** [Source material: (<http://www.deed.state.mn.us/youth/index.htm>)]

The Office of Youth Development provides funding for a wide array of employment and training services for economically disadvantaged and at-risk youth. Other programs include more recent initiatives to expand employment and training opportunities for youth with disabilities and expand training opportunities for young adults with barriers to employment.

In addition to general information about programs offered through the Office of Youth Development, a significant amount of resource material, policy information and technical documents are available for practitioners and others interested in learning more about these programs:

Contact:

Kay Tracy, Director  
Office of Youth Development  
Minnesota Dept. of Employment & Economic Development  
First National Bank Building, Suite E200  
332 Minnesota Street  
St. Paul, MN 55101  
Phone: (651) 259-7555  
E-Mail: Kay.Tracy@state.mn.us

## **Planning or Participating in a Career/Job Fair**

Locally, as well as throughout the region, DHS actively participates in career and job fairs. One of the recruitment goal strategies is to use job opportunities as entry points for the full-range career options represented within the organization. Local career/job fairs are helpful in contributing to this objective and are very useful in sharing the concept that an individual can start at one facility, and through training, development, commitment, and performance, move throughout the system to pursue ongoing career objectives.

Local colleges, high schools, or community organizations are all sites for potential career/job fairs. Contact these organizations to encourage such events to give local staff a role in helping organize this important outreach event. DHS recruitment staff will be the principal organizers and will be responsible for scheduling space, reserving booths, and most importantly, ensuring the consistent message that DHS is the organization “Technology-Committed to Service and Careers.”

If possible, employees representing different career fields within DHS can provide realistic and enthusiastic overviews of employment within the organization. Brochures, application packets, and job previews should all be displayed to help build awareness of DHS as the employer in the information technology field. Also, a recruitment video can be used effectively during these demonstrations, providing a complete picture of the company and information technology careers.

To find out if any job fairs are currently being planned, check with the local newspapers, the Chamber of Commerce or another local promotional body, community or technical colleges, secondary and post-secondary schools or training facilities, local government agencies, workforce centers, etc. If no job fairs are being planned, initiate a committee to plan a community-wide job fair with other employers experiencing recruiting challenges.

Also, a job fair may be held as a DHS-only event. Consider the complete range of information technology hiring opportunities and host events designed to offer information and application taking for all positions that need to be filled.

Participation in this type of event can be a valuable tool in building community awareness of DHS as the employer of choice in the information technology field, both at the local and regional levels.



## ***Hosting an Open House***

The goals of “Hosting an Open House” event are twofold: (1) to build community recognition and goodwill, and (2) to increase the public’s awareness of DHS as the employer of choice in the information technology field. By being prepared to respond to qualified applicants, managers will increase their access to a broad cross section of the community. This type of event allows working candidates to drop by as their schedules allow.

Begin by determining the best location for an Open House. If a DHS site is readily accessible to the public and can accommodate visitors, it would be a logical first choice. Other site possibilities include community centers, high schools, community colleges, or employment fairs. Advertise Open Houses with a large ad that will act as a formal invitation. Visibility is crucial. The ad should be friendly and provide as much information as possible about the location, directions, times, and what will be going on. Run one ad well before the event and one closer to the actual date.

Consider linking the Open House other community events — a celebration, parade, career fair, or anything which involves people investigating career and employment options. Choose one or two attractions. Tours, events, and equipment demonstrations are always popular events and are a positive means of creating a memorable impression and generate goodwill that will add to the community reputation of DHS.

Have employees available to talk with visitors and show them around. Ensure that you have plenty of staff on hand to share their enthusiasm and goodwill. Consider expanding recruitment activities from the MFIP program. Many of the participants from this employment program can have or develop the technology skills needed by the agency. Display recruitment materials attractively. Have brochures and application packets available. Human resources staff should have a calendar ready to make appointments to talk further with interested individuals.

Depending upon your available budget, offer standard refreshments including coffee or tea, soft drinks, cookies, etc. The event should make use of lots of color: balloons, banners, and flags.

The recruitment video can play a central role in providing a consistent message about career opportunities with DHS. The video should be a focal point of the Open House. Afterwards, take employees out to dinner or have pizza brought in. Evaluate your efforts and plan for the next event. Adding events of this type can be very effective and contribute to the long-term recruitment presence of your organization.

## ***Local/Regional Recruitment Strategies and Innovations***

The Recruitment Handbook is designed to support DHS's local, as well as system-wide, recruitment needs. The tools provided were developed from, and are intended to support, your current staffing efforts.

Recruitment for IT positions in rural labor areas of Minnesota may represent a challenge for DHS. Local recruitment efforts have typically focused on advertising, job postings, school-to-work programs, and a personal level of contact that leaves few new avenues unexplored in many of the outlying communities served by DHS. While recruitment challenges are anticipated to remain significant hurdles for DHS system-wide, rural staffing shortages can be expected to be the most acute.

### ***Methodology***

To address this issue, the following approach is recommended:

- Create the theme that employment opportunities are system/state-wide, not Twin Cities or facility-based.
- A centralized database is recommended, designed to track applicants, current employees' existing skill sets, required skill sets, unfilled positions, and unfilled skill sets. The current Learning Management System (LMS) system under consideration will support this process.
- Market DHS as a system-wide employer. The recommended recruitment theme: "Technology-Committed to Service and Careers" can be expanded to state "Your Career Starts Here," emphasizing that a full range of careers can begin at any DHS facility.
- Increased use of centralized applicant tracking can be beneficial to manage the most critical staffing shortages. Maximizing the use of centralized approaches will address this need by sharing resources, coordinating internal transfers, and enhancing the belief that long-term successful careers can begin in remote rural areas as an employee of DHS.
- Deployment of this approach and corresponding updates to the marketing materials will increase the perception of DHS as a state-wide employer, including the potential of working in multiple agencies levels throughout a person's state service.

A strategy for system-wide applicant processing would be as follows:

- DHS markets employment opportunities system/state-wide.
- Rural recruitment continues to focus on local hiring needs.
- Skill requirements/deficits are determined through the use of a comprehensive database identifying employment requirements.

## Section 5 — Recruitment Resources

This section provides sample documents designed to complement the recruitment strategies outlined in the Recruitment Handbook. These resources are adaptable for local use and are designed to be duplicated at minimal cost. The documents included for your use include the following recruitment tools:

- DHS Strategic Staffing Guide Best Practices
- Applicant packet checklist
- Recruitment letters to individuals and organizations encouraging their employment interest in DHS
- Job previews are recommended for principal position categories to give a realistic overview of information technology job opportunities, working conditions, and career potential

A wage and benefits summary to offer prospective employees a view of salary and benefits available to employees of DHS

This section provides an overview of a range of best practices related to recruitment, selection and on-boarding and is designed to provide recruitment and supervisory staff a condensed overview of the recruitment handbook.

## ***DHS Strategic Staffing Guide***

### ***Attracting Quality Employees***

---

- ❑ Align recruitment activities with organizational staffing needs
- ❑ Support employee referrals
- ❑ Participate in visibility building campaigns such as job fairs and community events
- ❑ Advertise career opportunities in
  - Local/regional newspapers
  - Nationally recognized web sites
  - Industry publications
- ❑ Participate in college recruitment activities
  - Build relationships with IT faculty, school administrators and career staff
  - Donate time and resources to college foundations
- ❑ Create internships for key positions
- ❑ Use executive search firms selectively, and only as necessary
- ❑ Develop relationships with key sources of labor
  - Training Institutions
  - Outplacement Firms
  - Dislocated Worker Providers
  - Workforce Centers
  - Veterans
  - Vendors
  - School-to Work programs
- ❑ Track recruitment sources
- ❑ Target non-traditional demographic and age groups

### ***Screening***

- ❑ Conduct a job analysis to determine the competencies required for the position
- ❑ Candidates must flow quickly through the DHS hiring process
- ❑ Provide a realistic, but compelling view of the position
- ❑ Monitor the hiring process for fairness
- ❑ Acknowledge the status of the candidate's application
- ❑ Check candidate references
- ❑ Initially review candidates against established criteria
- ❑ Introduce candidates to their potential supervisor as early in the process as possible

### ***Hiring***

- ❑ Benchmark wage and benefit levels to industry norms
- ❑ Be aware of the candidate's expectations

- ❑ Present offers through the candidate's supervisor
- ❑ Be prepared to negotiate
- ❑ Present all relevant information, especially review the attractive benefit package available through the state
- ❑ Prepare for detailed questions from candidates
- ❑ Respond to counter offers quickly and creatively

### ***Selecting***

- ❑ Remember the candidates are forming opinions of DHS as you are interviewing prospective employees
- ❑ Review the competency model for the position prior to the interview
- ❑ Dedicate appropriate space and time for the interview
- ❑ Make the candidate comfortable
- ❑ Be friendly and interested, but be focused, consistent and in charge of the process
- ❑ Outline what will occur during the interview
- ❑ Gather information based on experience, self-evaluation and probing questions that relate to the required competencies
- ❑ Ask structured behavioral interview questions based on
  - situations
  - behaviors
  - outcomes
- ❑ "Tell and Sell" the candidates
  - Answer candidates' questions
  - Sell candidates on the benefits of the position
  - Affirm the candidates' interest in the position
- ❑ Close the interview
  - Inform the candidate of the next step in the process
  - Thank the candidate
  - Remain in contact

### ***On-boarding***

- ❑ Develop a complete orientation, on-boarding, and training plan prior to the employee's start date
- ❑ Assure the on-boarding process is
  - well planned
  - intriguing
  - compelling
  - employee-centered
  - fun-have someone invite the employee to lunch
- ❑ Complete paperwork ahead of the start date
- ❑ Conduct routine aspects of an orientation efficiently
- ❑ Send a letter of congratulations from the supervisor
- ❑ Welcome the candidate's family to the DHS community
- ❑ Arrange for an internal "coach" or problem solver to quickly find resources for questions
- ❑ Discuss performance expectations

- ❑ Review career paths
- ❑ Establish internal “internships” where new employees, as a group if possible, learn about each major department in DHS and how their job is influenced by or affects each one
- ❑ Provide an overview of the range of training availability to the employee
- ❑ Maintain regular contact with the new employee throughout their on-boarding experience

## ***Application Packet Checklist***

The checklist pulls together the elements a potential applicant will need in order to get a picture of the DHS information technology employment opportunity and complete the application process. Have packets ready for Job Fairs and Open House events. Be sure have agency newsletters at the division or facility level (if applicable) are the most recent available.

The letter to the applicant, job description, and wage and benefit summary can be customized for your evolving needs and printed on DHS letterhead.

It is suggested that you photocopy this checklist and use it to ensure each packet is complete.

1. ☐ Agency letter to individual applicants welcoming their interest in Technology Committed to Service and Careers
2. ☐ Instructions and best practices on uploading resumes onto Resumix
3. ☐ Agency profile *[current marketing materials available from DHS including list of operations statewide]*
4. ☐ Job description
5. ☐ Employee wage and benefit summary
6. ☐ Employment application
7. ☐ Job preview
8. ☐ Reference requests *[part of application]*
9. ☐ Copy of *agency* newsletters
10. ☐ Postage-paid return envelope
11. ☐ Agency mission statement
12. ☐ Applicant tracking form
13. ☐ Chamber of Commerce Community guide *[for applicants considering relocation]*
14. ☐ Community profile *[for applicants considering relocation]*

## ***Sample Letters***

### **Sample Letter to Candidates for Employment**

#### ***Technology-Committed to Service and Careers***

May 9, 2008

Dear

On behalf of The Minnesota Department of Human Services, I appreciate your interest in employment opportunities with our organization. The Minnesota Department of Human Services offers an opportunity to apply your technology skills and to continue your career journey as you work on some of the most important work available anywhere.

We provide excellent wages that are adjusted to your experience and education level. In addition, we offer a very attractive employee benefits package. Enclosed is an application plus information about our agency.

#### **Why Join the Minnesota Department of Human Services IT Team?**

Our motto says it all—Technology-Committed to Service and Careers indicates our commitment to service while offering a broad range of career opportunities. Working for the State on Minnesota offers each team member opportunities to achieve their career goals. Not only are we the state's largest agency, The Minnesota Department of Human Services is also the largest supplier of residential medical care.

We offer competitive wages and a flexible cafeteria-style benefits plan, access to the latest technology, and the chance to work with industry leaders at the Minnesota Department of Human Services. In addition, we offer on-site training and resources for employee development.

We encourage you to complete the materials enclosed as soon as possible for the fastest action on your application. We will call you in a few days to follow up on your interest in our organization. In the meantime, feel free to contact me at \_\_\_\_\_. Thank you very much for your interest in The Minnesota Department of Human Services!

Sincerely,

Division Hiring Manager



## Sample Letter to Referring Agency/Educational Providers

May 9, 2008

Dear (Determine contact person and write to him/her on a person-to-person basis)

The Minnesota Department of Human Services, [division], is seeking qualified individuals with an interest in the information technology field. The Minnesota Department of Human Services (DHS) provides career opportunities in the following areas:

- 
- 
- 
- 
- 
- 
- 
- 
- 

The Minnesota Department of Human Services offers a competitive salary and fringe benefit package. Our motto “Technology-Committed to Service and Careers” defines our employment beliefs. An attractive benefits package including health, dental, and life insurance and 401(k) is also available for full-time positions. We support long-term career and personal development for our staff through onsite training and tuition reimbursement assistance.

The Minnesota Department of Human Services is an equal opportunity employer. We do not discriminate against any applicant based on race, color, religion, sexual orientation, gender, age, marital status, veteran status, qualified disability, or national origin. Our recruitment and selection process is designed to identify qualified individuals who will excel in a variety of technology related occupations providing needed services to the citizens of the State of Minnesota.

The Minnesota Department of Human Services is proud to acknowledge that our organization offers a smoke-free/drug-free environment.

Please take a few moments to review the enclosed information regarding the benefits of working for The Minnesota Department of Human Services. If you are aware of qualified candidates interested in an exciting opportunity with a progressive, employee-oriented state agency, please contact me at \_\_\_\_\_. Thank you for considering The Minnesota Department of Human Services’ employment needs.

Sincerely,

Division Hiring Manager  
Email address  
Direct phone number

## ***DHS/Community Profile***

Current marketing materials provide an excellent overview of the organization, its values, mission, and social principles. This information, coupled with job specific information, including the materials indicated on the application packet checklist, will present a very complete view of The Minnesota Department of Human Services as *the* employer of choice in state-wide information technology employment. Any relevant promotional documents, materials and brochures produced by DHS should be provided as well.

## ***Wage and Benefit Summary***

Range for the position for which you have applied is as follows:

Entry-level	\$00
Intermediate-level	\$00
Senior-level	\$00

DHS offers benefits in the following categories: (Revise as necessary)

<b>Income</b>	<b>Employee Development</b>	<b>Health/Insurance</b>	<b>Vacation/Time Off</b>
Survivor Income	Performance Appraisal	Health Insurance	Vacation Leave
Retirement Plan	Educational Assistance	Dental Insurance	Extended Sick Leave
Holiday Premium	Wellness & Fitness Services	Life Insurance	Bereavement Leave
Flexible Compensation Program	Employee Assistance Program	Universal Life Insurance	
Wage Continuation	Library	Disability Insurance	
Salary Increase	Special Events	Health Program	
Employee Discounts	On-Site Training	IT Employee's additional insurance	
Shift Differentials	United Way	Workers Compensation	
Credit Union	In-service Education	Liability Insurance	
Tax-Sheltered Annuities	Tuition Reimbursement		
Compensation For Jury Duty	Vendor-Based training		
Savings Bonds	Recreation Program		
Direct Deposit of Pay			
Automatic Teller			

## Specific benefit details: (Example Revise as Necessary)

Benefit	Who Pays	Who is Eligible	When Are You Eligible	What You Receive
Combined Leave Benefit (Vacation, Holiday, and short-term sick leave)	DHS	Full time	Begins accruing immediately, based on paid hours, eligible to use after 6 months of employment  (New employees may use CLB for actual holidays prior to sixth months of employment provided they have accrued benefit time to draw from).	
Extended Sick Leave	DHS	Part time Full time	Begins accruing immediately, based on paid hours, eligible to use after 6 months of employment	
Bereavement Leave	DHS	Part time	Immediately	
Health Insurance	DHS & Employee	All Employees Employees scheduled at least 1/2 time	First of month following 30 days of employment	
Dental Insurance	DHS & Employee	Employees scheduled at least 1/2 time	After one year of employment or first of the month following hire date, if currently covered by a dental plan.	
Life Insurance	DHS	Employees scheduled at least 1/2 time	First of month following 30 days of employment	
Survivor Income	DHS	Employees with spouse and/or dependent children scheduled at least 1/2 time	First of month following 30 days of employment	
Universal Life Insurance	Employee	Employees scheduled at least 1/2 time	After 6 months of employment. Employees may sign up during annual enrollment.	
Disability Insurance	Employee	Employees scheduled at least 1500 hours/year	After 6 months of employment. Employees may sign up during annual enrollment.	
Retirement Plan	DHS	Employees at least age 21 working at least 1000 hours/year	After one year of employment	
Holiday Premium	DHS	Non-exempt employees working on designated holidays	Immediately	
Flexible Compensation Program		Employees scheduled at least 1/2 time	Immediately upon hire	<p><b>Premium Conversion Accounts</b> Payroll deducted health and dental insurance premiums are automatically paid with pre-tax dollars.</p> <p><b>Spending Accounts</b> Employees may set up spending accounts to pay their unreimbursed medical care expenses with pre-tax dollars.</p>
IT Employee	DHS	All employees	Immediately	
Workers Compensation	DHS	All employees	Immediately	

<b>Benefit</b>	<b>Who Pays</b>	<b>Who is Eligible</b>	<b>When Are You Eligible</b>	<b>What You Receive</b>
Performance Appraisal	DHS	All employees	Scheduled on an annual basis; however, an employee's performance may be reviewed at any time.	
Salary Increase	DHS	All employees	Annual merit increase until reaching top of pay range if satisfactory performance. Market adjustments as needed.	
Educational Assistance	DHS & Employee	All employees	After one year of employment.	
Wellness & Fitness Service	DHS & Employee	All employees	Immediately	
Breaks	DHS	All employees	Immediately	
Employee Assistance Program	Varies with type of service	All employees and their families	Immediately	
Employee Discounts	DHS & Employee	All employees	Immediately	
Shift Differentials	DHS	Non-exempt	Immediately	

**Additional benefits:**

- |                            |                               |                           |
|----------------------------|-------------------------------|---------------------------|
| 1. Free parking            | 7. Compensation for jury duty | 13. Gift shop             |
| 2. Credit union            | 8. Savings bonds              | 14. In-service education  |
| 3. Tax-sheltered annuities | 9. Direct deposit of pay      | 15. Tuition Reimbursement |
| 4. Library                 | 10. Special events            | 16. Automatic teller      |
| 5. Leave of absence        | 11. On-site training          | 17. Recreation program    |
| 6. Liability insurance     | 12. United Way                |                           |

The above is intended as an abbreviated synopsis of the numerous fringe benefits available. Employee benefits are subject to change according to the administrative policy of The Minnesota Department of Human Services. For specific details on any benefit described, refer to the Agency website or contact the DHS Human Resources Department.

## ***Sample Advertisements***

### **Sample Employee Referral Program Advertisement**

#### **Employee Referral to the Technology Team -Committed to Service and Careers**



Minnesota Department of **Human Service**

#### **We need people just like you!**

At DHS We believe that our team members are our agency's strongest asset. We recognize that our ability to keep our company thriving and to offer our employees career-growth opportunities depends on the continued development of a world-class workforce.

- To support this goal, DHS support employee referral program to attract the type of applicants represented by the professional men and women currently on board. You are our best means of bringing new employees to DHS.

Employees who refer three candidates who go on to complete six months of successful employment will receive the Employee Referral Program ACE recognition award. Staff who receive this award will also be given a special plaque from the CIO recognizing their achievement.

#### **An Affirmative Action/Equal Opportunity Employer.**

## Sample Classified Employment Advertisement



Minnesota Department of **Human Services**

### ***Join the Technology Team -Committed to Service and Careers***

Put your career on the fast track at the Minnesota Department of Human Services. We are looking for Technology team members in the following areas:

Employees can start at DHS operations in multiple locations and access advancement opportunities throughout the agency and through multiple other state agencies. Available positions are an excellent means to help you achieve your career goals. To join the technology team committed to service and careers you must have excellent customer service and technology skills. DHS offers competitive wages, health and dental insurance, ongoing skills training, 401(k) a pension-based retirement plans, access to the latest technology, and promotional opportunities. If you're looking for a rewarding career that benefits the lives of people every day, consider working for an organization committed to the people we serve and the employees who make up our team. For more information on how to apply in your area, please call \_\_\_\_\_.

We are an Affirmative Action/Equal Opportunity Employer.

## Sample Display Advertisement for Job Fairs and Open Houses

### Join the Minnesota Department of Human Services — Technology Committed to Service and Careers

Minnesota Department of **Human Service**



The Minnesota Department of Human Services currently has *[full and part-time]* positions available in our *[insert name of location]* location. We offer an excellent wage and benefits package, including:

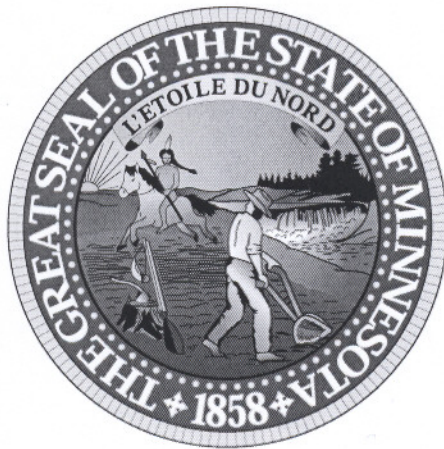
- Access to the latest technology
- Full and part time positions
- Meaningful employment that makes a difference
- 401(k), Comprehensive fringe benefits, health care and pension plans
- And more

For more information, please contact

# **Appendix A: DOER Workforce Planning Guidelines**



# State *of* Minnesota



## Workforce Planning Policy & Guidelines

## TABLE OF CONTENTS

State Workforce Planning Policy.....	2
State Workforce Planning Process.....	3
Workforce Planning Model .....	6
Workforce Plan Outline .....	8
Agency Instructions .....	9
Getting Started .....	10
Evaluation .....	10
Resources .....	10
Appendices.....	11
Appendix A - <i>Workforce Planning Timeline</i> .....	11
Appendix B - <i>Workforce Planning Process</i> .....	12
Appendix C - <i>Alignment of Key Planning Processes</i> .....	13
Appendix D - <i>Workforce Planning Process</i> .....	14
Appendix E-1 - <i>Sample Vacancy Filling Form</i> .....	15
Appendix E-2 - <i>Sample Vacancy Filling Form</i> .....	16
Appendix F - <i>Outline for Core Elements</i> .....	17
Appendix G - <i>Questions for Managers</i> .....	22
Appendix H - <i>Keys to Evaluating the Workforce Planning</i> .....	23

# STATE OF MINNESOTA WORKFORCE PLANNING POLICY

## POLICY STATEMENT

It is the policy of the Executive Branch of Minnesota State Government that workforce plans will be developed and implemented at both agency and enterprise levels which will address workforce needs identified through strategic planning processes.

## POLICY PURPOSE

Executive Branch agencies must be prepared to carry out their missions with decreased availability of qualified staff due to changing workforce demographics.

State agencies are facing and will continue to face, significant changes in their workforce. This is due to:

- Increased retirements of the “baby boomer” generation and resulting knowledge loss,
- Fewer available workers,
- Skill shortages in key program areas,
- Different employment expectations among workers, and
- Increased diversity among replacement workers.

To meet these challenges it is imperative that we engage in comprehensive workforce planning and develop strategies to address projected workforce needs. State government must ensure that delivery of core services is sustained and enhanced, despite workforce changes.

In addition, agencies have a responsibility to find ways to meet the needs of customers more efficiently. This is accomplished through strategic planning, careful budget management, implementation of methods designed to improve and streamline work processes, increased use of technology, and staffing management.

Therefore, as part of their overall strategic and business planning processes, state agencies in the Executive Branch are directed to implement workforce planning processes within their organizations.

The State Workforce Planning Process is detailed in this guidebook.

## AUTHORITY

This policy is issued under the authority of the Commissioner of Employee Relations pursuant to the Executive Order on Workforce Planning issued by the Governor of the State of Minnesota.

Questions regarding the application of this policy should be directed to the Department of Employee Relations.



# STATE OF MINNESOTA WORKFORCE PLANNING PROCESS

## Overview

Minnesota, like other government agencies nationwide, is facing significant changes in the composition of the current workforce and the availability of future workers.

Workforce planning will ensure that the state is prepared to meet these challenges with a skilled workforce sufficient to carry out the goals and objectives of our strategic plans. Workforce plans must be integrated with all key business, budgetary, and planning processes within state agencies. See Appendix (C) - *Integration of Key Planning Processes*.

Minnesota is engaged in an enterprise workforce planning process. Workforce needs and action plans at the agency level will be rolled up to the enterprise level so that needs common to the enterprise may be addressed more effectively and with a greater economy of scale.

## WORKFORCE PLANNING GOALS AND OBJECTIVES

The following goals and objectives have been set to position the Executive Branch of Minnesota State Government to meet the workforce challenges of the future.

- Agencies will assess current business processes for possible streamlining and increased use of technology.
- The state's workforce will have the necessary skills to continue to provide an expected level of service to customers, partners, and other stakeholders.
- Short and long-term staffing requirements will be assessed to ensure that adequate numbers of appropriately qualified employees are available and positioned correctly to meet agency goals and objectives.
- Innovative recruitment and marketing strategies will be developed to attract applicants to state employment such as increased flexibility in work hours and targeted recruitment efforts to underutilized labor pools.
- Positions key or critical to agency operations will be identified so that plans for transfer of knowledge and succession can be developed.
- Barriers to implementation of necessary workforce planning strategies will be identified and addressed.
- Workforce planning processes must be sustainable into the future.

## **RESPONSIBILITIES**

### **DEPARTMENT OF EMPLOYEE RELATIONS**

1. Develop and implement an enterprise workforce plan and strategies based on analysis of common gaps and strategies identified in agency plans. Solicit feedback and input from stakeholders including the Human Resources Directors Partnership (HRDP) and exclusive representatives.
2. Determine methods for enterprise strategy implementation. Coordinate implementation with other responsible entities including staff and operating agencies.
3. Integrate enterprise workforce planning processes into statewide strategic planning and fiscal processes.
4. Review statewide workforce strategies with the Human Resources Director's Partnership (HRDP) to ensure alignment with the State Human Resources Strategic Plan.
5. Develop statewide demographics to identify past and current workforce trends and forecast future trends; provide assistance in analyzing data; develop query tools; run reports for agencies; develop report templates; and assist agencies in developing agency specific reports.
6. Develop and disseminate statewide summaries and reports on workforce trends within the Executive Branch workforce including separation analysis, changes in workforce demographics, etc.
7. Maintain a Workforce Planning Website with a repository of the state policy and guidelines, workforce planning best practices; tools; information and resources.
8. Evaluate and provide feedback to agencies on their workforce plans using performance measures and benchmarks.
9. Support and assist agencies in developing and executing their workforce plans utilizing strategies in recruitment and retention, employee development, diversity, labor contract language changes, and compensation.

### **DEPARTMENT OF ADMINISTRATION**

1. Provide consultant and training resources to agencies to assist them in their workforce planning efforts.
2. Provide expertise and consultation to agencies on the use of business process reengineering tools.

### **DEPARTMENT OF FINANCE**

1. Document fiscal resources needed to support workforce planning strategies and facilitate methods for acquiring and allocating funds to meet those needs.



## **AGENCIES**

1. Develop strategic business plans providing direction for the operation of agency programs. Such plans should include ways to review and continually improve productivity among all business processes.
2. Use business process reengineering tools (e.g., LEAN, Six Sigma) as necessary to develop more efficient business processes.
3. Assess agency workforce requirements and develop workforce plans outlining issues and options for addressing workforce needs (workforce plans may be included as part of the agency strategic plan or may be developed as separate plans).
4. Assign staff responsible for development, implementation, and maintenance of workforce plans.
5. Ensure agency managers are aware of their responsibilities in the workforce planning process and that they have the necessary training, skills and expertise to develop workforce plans.
6. Submit core elements of the agency workforce plan to the Department of Employee Relations.
7. Monitor and evaluate workforce plans on a regular basis and revise as necessary. Workforce plans should be reviewed annually and updated as necessary.
8. Integrate strategic business plans and workforce plans into agency fiscal/budget, staffing management, and affirmative action/diversity plans and processes.

## **WORKFORCE PLAN COMPONENTS**

The Workforce Plan is used to implement the agency's strategic plans, address skills imbalances, and develop a strategy to ensure that the agency has a continuous supply of highly skilled, competent workers.

Agencies may conduct their workforce planning process as best meets their individual needs. Plans should be prepared covering predicted workforce changes and needs during the upcoming five (5) year period beginning with FY 2008. Plans are to be evaluated and updated annually so that they always address a five year period of time.

In order to identify workforce needs and strategies that may be common across the enterprise, agency plans should contain core elements to be submitted to the Department of Employee Relations (DOER). Core elements are those elements that identify current and future workforce needs and action steps/strategies to meet those needs. Changes in these core elements identified through the annual review process should also be submitted to DOER.

Core elements:

1. Summary of current workforce composition\*
2. Summary of key demographics pertinent to workforce issues e.g. turnover, number of staff eligible for retirement\*
3. Summary of key workforce issues identified during the agency workforce planning process
4. Summary of action steps/strategies that have been identified to address issues summarized under #3 above

\*This information will be provided to agencies by DOER.

DOER will support agency workforce planning efforts through individual discussions with agency staff. Timelines and formats for submission of core elements are dependent upon the status of each agency's workforce planning process, however, all agencies will complete core elements no later than June 1, 2008.

The timeline for the state workforce planning process can be found in Appendix (A).

Further explanation of the workforce planning process, including examples and templates are contained in this guide. See Appendices (B) and (C) for graphics depicting the state workforce planning process and how the workforce planning process is integrated with other key business processes.

## **WORKFORCE PLANNING MODEL**

The basic model for workforce planning provides a representation of how the human resources planning process is integrated with an organization's strategic plan. As with all models, this is an example to provide guidance in thinking about and implementing workforce planning. See Appendix (D) for a graphic of the model.

As shown in the model, both the Demand and Supply processes are conducted simultaneously. The Demand and Supply processes are linked by five major stages of workforce planning.

### **I. Collecting data and information**

#### Strategic planning - Demand

- Review agency mission
- Identify strategic direction
- Assess challenges and devise solutions
- Forecast what agency will look like over the next 5 years
- Set goals and objectives

#### Strategic planning - Supply

- Trends in staffing (recruitment, selection, compensation)
- Current HR programs related to staffing

#### Internal scanning (Operational Planning Level) - Demand

- Identify key positions
- Current structure and culture of the organization



- Identify expected organizational changes or business process changes
  - Create a future “model” organization
- Expected technology changes
- Current HR issues - compensation, employee satisfaction, etc.
- Future trends
  - Downsizing
  - Changes in Business Processes
  - Restructuring
  - Decentralization or centralization
  - Legislation
  - Budget

#### Internal and external scanning (Operational Planning Level) - Supply

- Conduct workforce analysis (turnover, expected retirements, etc.)
- Diversity analysis (age, gender, ethnicity, etc.)
- Current skills and jobs available
- Current and future labor markets
  - Sources for labor competition
- Current human resources policies and programs

## **II. Forecasting - What will be required (Demand)**

- Skills, competencies necessary for future workers
- Types of positions and classifications expected to be used into the future
- Number and Location of staff over the next 1-5 years

### **Forecasting - What will be available (Supply)**

- Skills, competencies available of future job applicants
- Will current classifications meet tomorrow’s needs?
- Number and location - will workers be available in sufficient numbers and where needed?
- Resources (e.g. budget)

## **III. Reconciliation (Gap Analysis)**

- Analyze gaps between forecasted requirements and forecasted availability
- Prioritize importance

## **IV. Action Plans**

- Develop plans to address identified gaps
- Set strategies to carry out plans
- Assign responsibility for implementation of plans
- Set timelines and targets
- Communicate plans to agency staff

## **V. Feedback/Evaluation**

- Accuracy of forecasts
- Evaluation of action plans and strategies
- Employee surveys



## WORKFORCE PLAN OUTLINE

The following is the state's preferred method of developing a workforce plan. This outline will assist you in developing your priority workforce issues and action plans. As instructed in the next section, those issues and action plans with statewide significance will be submitted to DOER for inclusion in an Enterprise Plan.

### Overview and executive summary

- Agency mission
- Brief agency description
- Agency contact for workforce planning
- Workforce Planning Team

### Agency internal scan

A brief discussion of key objectives, agency challenges and upcoming organizational or business process changes

### Workforce analysis - Assessment of current and future needs

- Description of the most critical workforce challenges facing the organization (e.g. insufficient leadership pool, critical skill gaps)
- Critical hiring needs
  - Hard to fill
  - Hard to retain
  - Fills critical core operation
  - High retirement vulnerability
  - Location issues
  - Underutilized for protected groups
- Are there specific classifications or job groups that appear to be most challenging in terms of hiring and retaining qualified employees?
- Identification of those positions key to agency operations
  - Status of knowledge transfer or retention strategies
- Projected turnover including retirements
  - What critical skills or key positions will be impacted?
- Discuss new skill sets needed to meet strategic goals.
  - Are the skill sets available in the agency?
  - What specific training and development requirements will be needed?
  - Which skill sets and training needs have statewide impact or require assistance from outside the agency?
- If applicable, what are future IT demands/needs
- Mission impact if challenges go unaddressed
- Current plans underway to address these challenges
- Strategies that have proven successful or unsuccessful
  - Barriers to the success of action plans
- Process for vacancy management
  - See Appendix (E) for sample forms

## Gap Analysis and Action Plans

- Action plans to address workforce challenges
  - Retention strategies
  - Mentoring programs
  - Initiatives to ensure transfer of knowledge
  - Recruitment strategies
  - Training & Development programs
  - Other
- Action plans that require assistance from enterprise to address
- Persons responsible for each action plan
- Timetable for action plans
- Measurable goals and critical milestones that can be identified to ensure that workforce needs are met.

## **AGENCY INSTRUCTIONS**

Pursuant to the state workforce planning policy, agencies will develop workforce plans to address human capital needs that will occur over the next five year period (FY2008-2113). Core elements regarding current and emerging workforce challenges will be developed and submitted to DOER for inclusion in an Enterprise Workforce Plan. Core elements are those priority agency workforce challenges and action plans which:

- Have statewide impact; or
- Impact one or more agencies; and/or
- Require resources beyond what is available within the agency to implement

These core elements are to be submitted to DOER beginning December 1, 2007 through June 1, 2008. A template for documentation of the core elements to be submitted to DOER can be found in Appendix (F). Agencies may use their own formats, however, the same information must be included.

Thereafter, on July 1 of every year, the Commissioner of Employee Relations will notice agency heads that they are required to update their workforce plan by June 30 of the next year.

## **GETTING STARTED (Suggested action steps to begin the workforce planning process)**

Assess Readiness - Resources & capability to conduct workforce planning

Commitment

Expertise

Time

Money

Technology

Designate workforce planning leader

Build a project team

Arrange for necessary consultation and training (See “Resources” below)

Engage agency managers

See Appendix (G) - *Workforce Planning Questions for Managers*

Identify workforce data that should be gathered and analyzed

Statewide Annual Workforce Reports are available at

<http://extranet.doer.state.mn.us>

DOER provides agency workforce planning data through your human resource office

## **EVALUATION OF THE WORKFORCE PLANNING PROCESS**

See Appendix (H) to self assess your workforce planning process.

## **RESOURCES**

Workforce planning information and resources are available on the DOER Workforce Planning website at <http://www.doer.state.mn.us/wfplanning/index.htm>

Consultation and training on workforce planning is available through the Management Analysis & Development Division.

<http://www.admin.state.mn.us/mad/TDRC.htm>

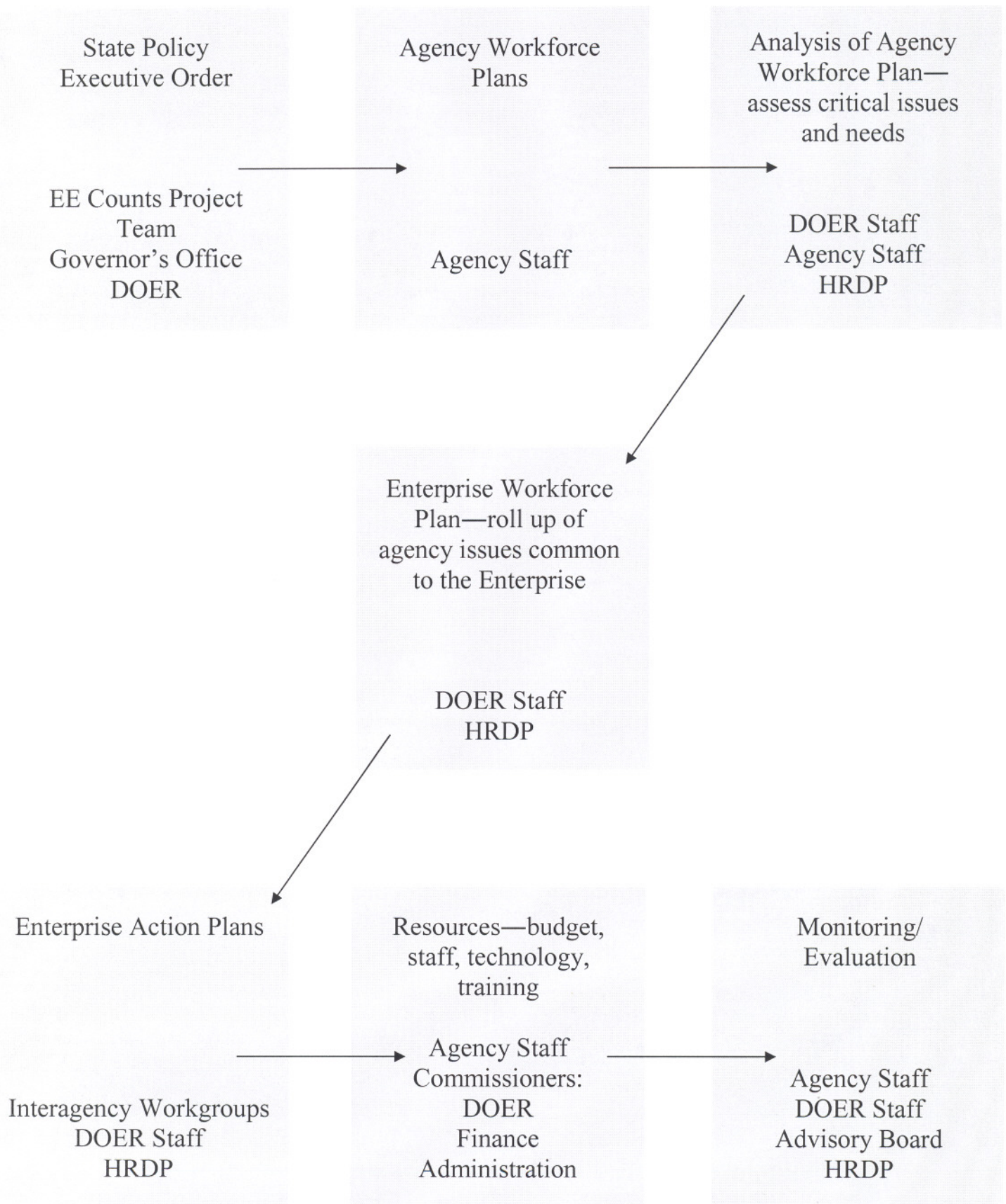


# Appendix A

## STATE WORKFORCE PLANNING TIMELINE

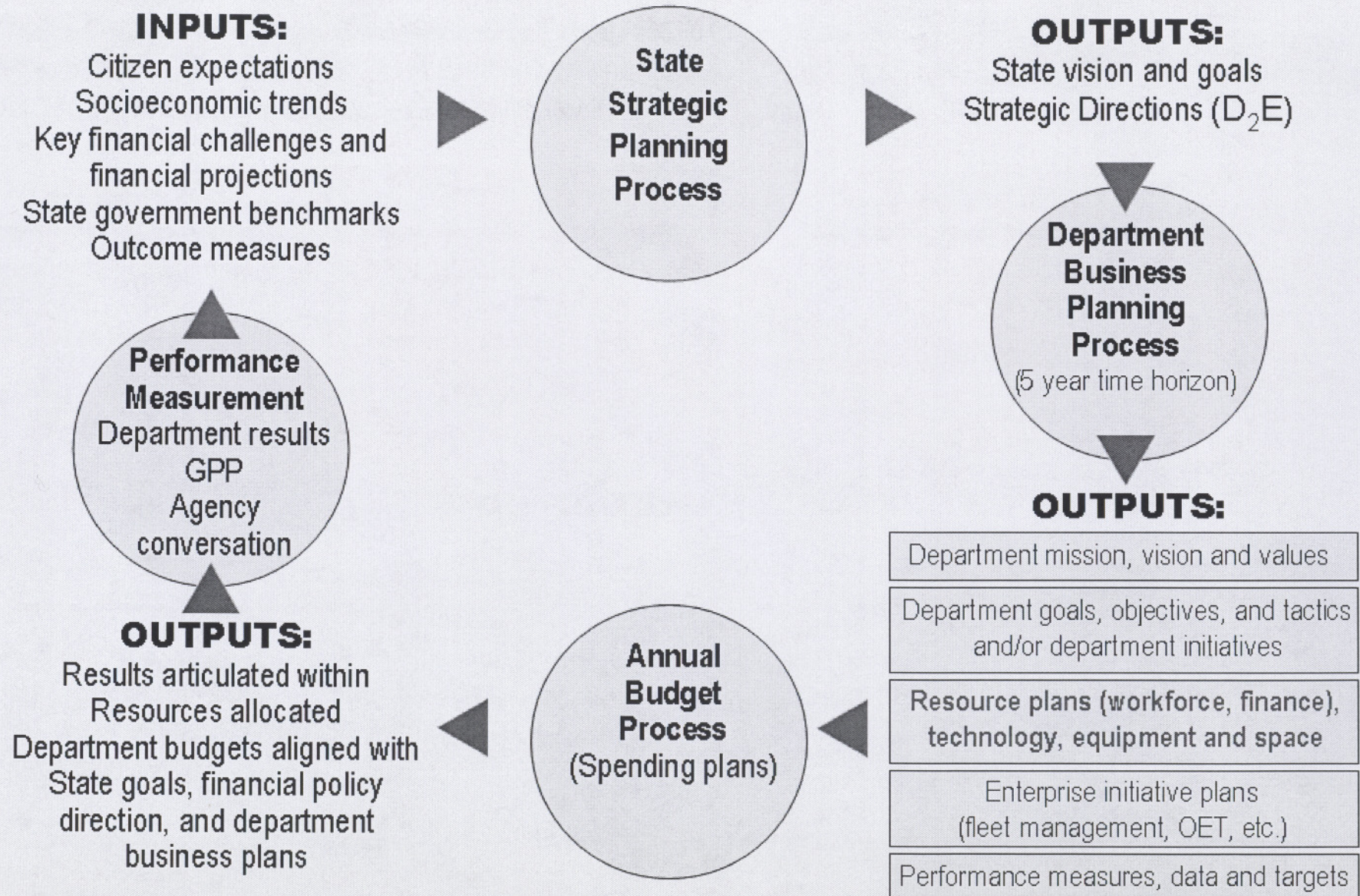
ACTION	WHO	TIMELINE
State Policy and Governance Structure recommendations approved by DTE Sub Cabinet	DTE Steering Team DTE Sub Cabinet	September 24, 2007
Executive Order Published	Governor's Office	October 2, 2007
Cabinet Presentation	Commissioner Anderson	October 2, 2007
State Policy & Guide Sent to Agencies	DOER	October 5, 2007
Meeting with Agency Heads & Agency Workforce Planning staff	Commissioner Anderson	Beginning after October 2 Cabinet Presentation
Agencies prepare Workforce Plans and submit core elements to DOER	Agency Workforce Planning Teams	December 1, 2007 – June 1, 2008
Analysis and Review of Agency Plans -Work Begins on Enterprise Workforce Plan	DOER Staff Agency Workgroups HRDP	April 1, 2008 – September 1, 2008
Development and implementation of Enterprise Workforce Action Plan/Strategies	DOER Staff Agency Workgroups HRDP Commissioner of DOER/Finance	September 1, 2008 – June 2011
Feedback/Evaluation Process	Advisory Board DOER Staff HRDP	On going

# STATE WORKFORCE PLANNING PROCESS





# Alignment of Key Planning Processes

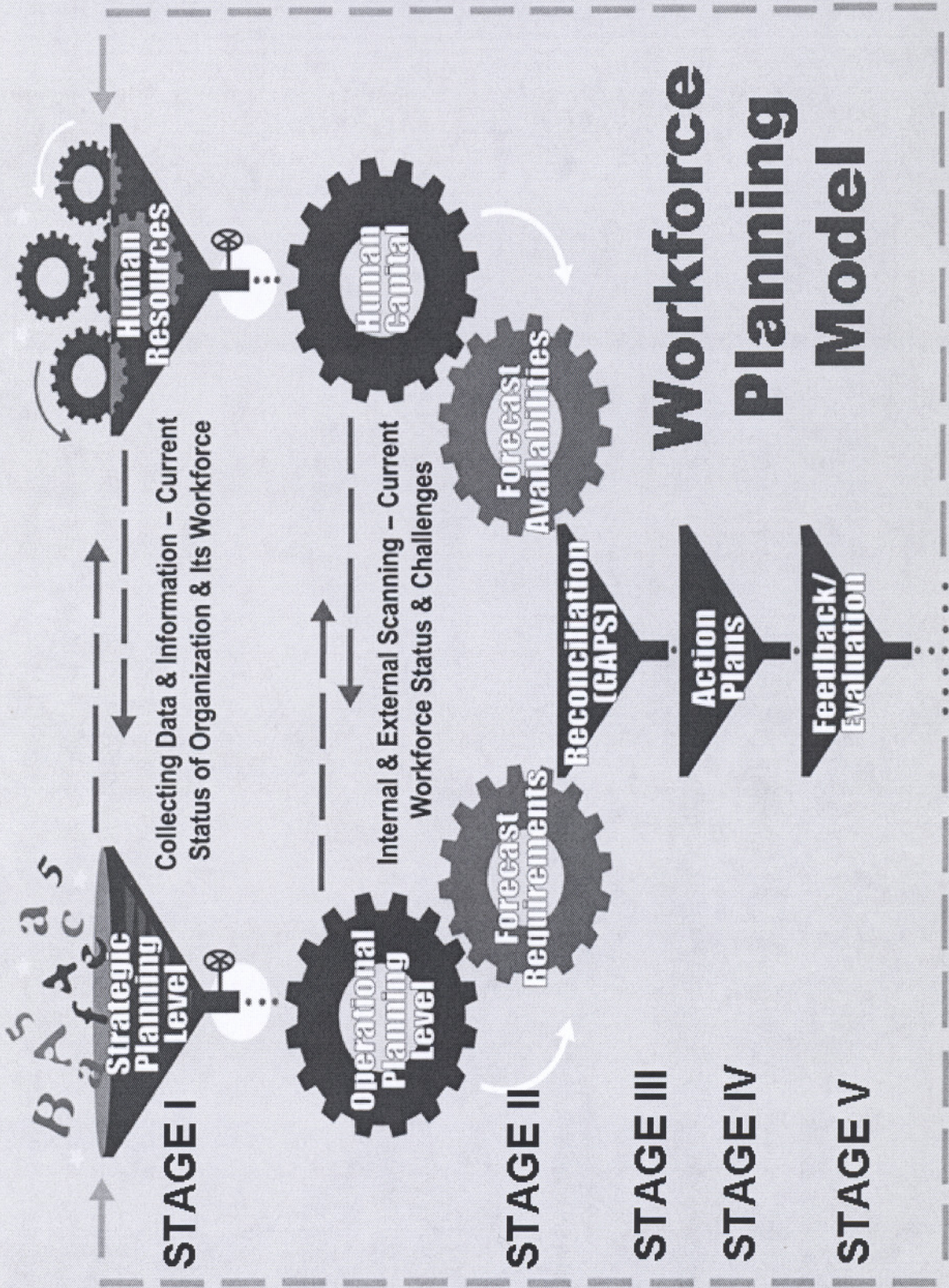




# Strategic Planning Process

[DEMAND ANALYSIS]

[SUPPLY ANALYSIS]





**SAMPLE - Appendix E-1**  
**HR ACTION REQUEST - VACANCY FILLING**

Contact Person \_\_\_\_\_ Phone \_\_\_\_\_

Division/Office \_\_\_\_\_

Funding Information (must be completed)

\_\_\_ State (General Fund) \_\_\_ Other (Federal, Special, etc) Specify Fund(s) or Cost code (s) \_\_\_\_\_

VACANCY REQUEST (*check all that apply and attach necessary documentation*)

☐ Create New Position ☐ Fill Vacant Position (*Previous Incumbent* \_\_\_\_\_) Date Separated \_\_\_\_\_

☐ Reclassify Vacant Position ☐ Unclassified Conversion (Incumbent \_\_\_\_\_)

Proposed Classification \_\_\_\_\_ Salary Range \_\_\_\_\_

- Attach current signed position description and organizational chart
- Attach justification memo (***Include why this position must be filled/created; explain why the duties of this position cannot be distributed to others; document other avenues explored, is filling this vacancy in accordance with your division workforce plan, description of project if unclassified, etc.***)

Classification \_\_\_\_\_ Salary Range \_\_\_\_\_ Position Number \_\_\_\_\_

Location \_\_\_\_\_ Bargaining Unit \_\_\_\_\_ Shift (*Day/Evening/Night*) \_\_\_\_\_

Days of Work \_\_\_\_\_ Normal Work Hours \_\_\_\_\_

Employment Condition: \_\_\_ Full-time \_\_\_ Part-time \_\_\_ Intermittent \_\_\_ Temporary \_\_\_ Emergency

\_\_\_ Student Worker \_\_\_ Seasonal (Season \_\_\_\_\_)

Employment Status: \_\_\_ Classified \_\_\_ Unclassified

End Date (*if Temporary, Emergency, Student Worker, or Unclassified*): \_\_\_\_\_

Travel Required? \_\_\_ Anticipated Start Date \_\_\_\_\_

APPROVALS \*Signatures not necessary for Emergency and Student Worker Appointments

(Add signature lines for whoever needs to approve request to fill prior to request going to HR)

**Human Resources will notify Supervisor when all approvals have been obtained.**

Human Resources Office Use

Approval Received in Human Resources \_\_\_\_\_

Generalist \_\_\_\_\_

Supervisor Notified \_\_\_\_\_



## Human Resources Transaction Request Form (TRF)

The TRF is completed to request any *position changes* within your division/work unit.

## Request for Position Changes

Instructions: Check the box next to the type(s) of request(s) and complete the following sections that apply to your request.

- ☐ Fill a Vacant Position (attach a current position description)  
☐ Establish a New Position\*  
☐ Job Audit for Reallocate a Filled Position\* (gradual changes in the incumbent's job responsibilities)  
☐ Job Audit for Change the Allocation of a Vacant Position\* (abrupt changes in position's job responsibilities)  
☐ Job Audit for Change the Allocation of a Filled Position\* (abrupt changes in incumbent's job responsibilities)

\*Attach to the completed TRF a current position description and a justification memo that explains need for new position, gradual changes in the incumbent's job responsibilities, or abrupt changes in the incumbent's/position's job responsibilities.

Division/Work Unit:	Requesting Supervisor/Phone Number:	Position Number:  _____
Current Job Class (if applicable):	Recommended Job Class (if applicable):	Previous/Current Incumbent:
<b>Position Type:</b> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary (limited to 12 months)* <input type="checkbox"/> Emergency (limited to 45 work days)* <input type="checkbox"/> Temporary Unclassified (limited to 3 years)* <input type="checkbox"/> Trainee (Executive Budget Officer)* <input type="checkbox"/> Student Worker (limited to 3 years)* <input type="checkbox"/> Intern (requires signed Internship Agreement form)*  *Anticipated Length of Position _____		<b>Work Hours/Work Schedule:</b>  <input type="checkbox"/> Full Time <input type="checkbox"/> Part Time (# hours/pay period) _____ <input type="checkbox"/> Intermittent  Work Hours/Schedule (Ex. 8:00 am – 4:30 pm, Monday - Friday) _____
<b>Travel:</b>  Is travel regularly required to perform job responsibilities? <input type="checkbox"/> Yes <input type="checkbox"/> No		<b>SEMA4 Security Clearance:</b>  Does this position require access to the SEMA4 Human Resources and Payroll System? <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Employment Requirements:</b> List any certification/licensing requirements, physical requirements or unusual employment requirements of this position:		
<b>Approvals:</b>		
_____ Division Director Signature/Date	_____ Assistant Commissioner Signature/Date	_____ Deputy Commissioner Signature/Date
<b>For Office Use Only</b> FLSA Designation:		

**WORKFORCE PLANNING OUTLINE  
CORE ELEMENTS**

**AGENCY NAME** \_\_\_\_\_

**PURPOSE**

Agency information submitted below will be used in the development of an Enterprise wide workforce plan. Our goal is to increase awareness of critical workforce challenges facing state agencies and to strengthen available resources to address such challenges by creating statewide action plans and strategies.

The elements contained in this document represent both current and future workforce planning challenges as identified through our agency strategic planning process.

**CONTACT INFORMATION**

Agency Workforce Planning Contact:

## WORKFORCE CHALLENGES WITH STATEWIDE IMPACT

Information presented in this section should describe your most critical and highest priority agency workforce challenges which:

- Have statewide impact; or
- Impact one or more agencies; and/or
- Require resources beyond what is available within your agency to implement.

I. Critical Hiring Needs: (To identify a critical hiring need, use factors listed in the Workforce Plan Outline section of the Guide. Include both current and emerging hiring needs.)

Description of Need	Class(es) and/or position(s) affected	Retirement Vulnerability (High, Medium, Low)	Geographic Location(s)	Need Caused By

## II. Critical Skills and Training Needs

### 1. List critical skills necessary to current and future job performance:

Critical Skill Gap	Reason for Skill Gap	Classes/Positions Where Skills are Needed	Timetable to Fill Skill Gaps	Skills no longer Needed

### 2. List critical training and development needs to fulfill future skill gaps:

Training/Development Need	Type of Staff to be Trained	Timetable for Training*

\*When is training needed? Do you need assistance with finding training resources?

### III. Describe impact to agency operations if needs under I and II are unmet.



## GAP ANALYSIS AND ACTION PLANS

1. List action plans or strategies that you would like to see implemented across agencies to address the hiring, skill, and training needs you have listed above. (See examples listed in the Workforce Plan Outline section of the Guide)

Action Plan/Strategy	Would Meet Which Need(s)

2. List other strategies you would like to see implemented across agencies to address workforce retention needs (e.g., compensation, benefits, scheduling changes, new leave structures, etc.)

Action Plan/Strategy	Would Meet Which Need(s)

3. List action plans that have already been developed within your agency to address workforce challenges: (Optional)\*

Action Plan	Persons Responsible	Status	Goal (Performance Measures)	Barriers to Meeting Goals**

\*This section is optional however, it would be very helpful to know what strategies and action plans are already underway in your agency to address your workforce challenges. Other agencies may benefit from learning about what you are doing and your efforts can be further supported or expanded as part of the Enterprise Workforce Plan.

\*\*State limitation i.e. budget, staff resources, expertise, etc. that may hinder successful development and implementation of action plans.

#### VACANCIES

Describe your agency process for tracking and management of vacancies.

## **Appendix G - Workforce Planning Questions for Managers**

Mission - How does your work unit support the overall mission of the agency?

### Work Unit Challenges

What critical mission challenges are likely to affect your work unit in the short term (i.e., the next one to three years) and long term (i.e., the next three to five years)?

### Workforce Challenges

- What types of employees does your work unit currently need to both achieve its mission and address its critical challenges? Describe the work employees perform that contributes to the mission of the organization.
  - What other resources does your unit need (e.g., contractors, technology)?
- What should your work unit's workforce look like in the future (e.g., employees with certain skills/competencies, more employees, more contractors)?
  - What do these people need to do differently than your current workforce to ensure your future mission success?
- What trends are likely to affect your work unit's ability to recruit, hire, develop, motivate, and retain the employees needed (e.g., retirements, turnover, competition for limited skills)? Describe the data you believe would highlight the challenges described.
- What is the impact to the mission of the organization if these workforce challenges are left unaddressed?

### Solutions

- Generally describe the ongoing and planned initiatives to address these challenges.
  - Who is responsible for these steps?
  - When are the steps scheduled to be completed?
- What other solutions may be needed?
- Define success for the workforce planning effort. What outcomes or changes would you most like to see?

### Resources and Investment

- What general budgetary resources will be required to implement these solutions?
- Are there any expected cost-savings/benefits of these solutions in the short and long terms?





## **Eight Keys to Evaluating the Workforce Planning Effort**

1. The workforce plan is based on the agency's strategic plan, and considers the mission, future vision, core values, and goals. Top management supports it.
2. Data analysis has been conducted which analyzes demographic and environmental impacts on the workforce plan. Information has been extracted from agency human resource information systems and included indicators such as distribution of employees by classification, age, protected group status, etc.; attrition rates; retirement rates; and ratios of managers to supervisors.
3. The agency has determined the number and type of employees that will be needed to address the challenges of the next three to five years. The number and types of competencies have been defined for employees in each occupational group. Skill levels for each competency are determined and listed. There are clear indications that the agency has identified the roles and core competencies needed to support its goals and service delivery strategies.
4. An analysis has been performed which assesses the gap between current competencies and those needed for the future. The analysis also addresses workforce size, demographics, occupations, and geographical locations.
5. Strategies are developed to address the gaps between the project supply and demand. Action plans to execute the strategies are clearly laid out, including responsible parties, due dates, and resources needed. As needed, specific strategies may address leadership succession planning, compensation, performance management, an employee-friendly workplace, recruitment & hiring, training & professional development.
6. The plan has been communicated to employees and stakeholders. The trust of the workforce is earned by involving employees in the strategic and workforce planning processes.
7. Integrated workforce planning support is provided by staffs in human resources, fiscal, strategic & organizational planning, and information management, as well as line managers.
8. The workforce plan and strategies are continually monitored and refined to ensure their ongoing effectiveness and continuous improvement, taking into account resource changes, and other conditions impacting the agency.



## **Appendix B: DHS Checklist - New Employees**



## Minnesota Department of Human Services

---

### Children and Family Services

# Checklist for New Employees

When welcoming new employees to Children and Family Services, please make sure they have the tools (supplies, phone, computer equipment, clean office space) they need on their first day and cover these issues with them in their first two weeks of employment.

### Discussions to have and materials to distribute

Please discuss, as it pertains to their jobs, with new employees and direct them to the DHS InfoLink Web site at: [http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_dhs\\_today.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_dhs_today.hcsp) for more information on:

- ☐ DHS mission statement and core values at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_017407.pdf](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_017407.pdf)
- ☐ DHS guiding principles at:  
[http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/dhs\\_id\\_017372.pdf](http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/dhs_id_017372.pdf)
- ☐ DHS agency profile at:  
[http://www.budget.state.mn.us/budget/profiles/humanservices\\_profile.pdf](http://www.budget.state.mn.us/budget/profiles/humanservices_profile.pdf)  
[http://www.budget.state.mn.us/budget/profiles/humanservices\\_profile.pdf](http://www.budget.state.mn.us/budget/profiles/humanservices_profile.pdf)
- ☐ DHS organization and overview at:  
[http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/DHS\\_id\\_000261.hcsp](http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/DHS_id_000261.hcsp)
- ☐ DHS organizational chart at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_001931.pdf](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_001931.pdf)
- ☐ Children and Family Services' overview, accomplishments, structure, strategic projects and vision statement included in new employee packet
- ☐ Children and Family Services' organization chart at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_001931.pdf](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_001931.pdf) (see pages 17-24)
- ☐ Children and Family Services' floor plan for Lafayette building at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_015565.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_015565.hcsp)  
Include division floor plan also if available
- ☐ Children and Family Services' program fact sheets at:  
[http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS\\_id\\_000101.hcsp](http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS_id_000101.hcsp)
- ☐ Timesheet procedures and leave requests at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000626.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000626.hcsp) and  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000653.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000653.hcsp) and  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000659.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000659.hcsp)  
Include discussion on breaks, holidays, work hours, overtime, flextime, pay raise schedule and Fair Labor Standards Act



- ☐ Human Resources "Things to Remember" memo at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000665.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000665.hcsp)
  - ☐ Position description, job expectations and probationary period information
  - ☐ Employee Development Interview process at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_013744.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_013744.hcsp)
  - ☐ Web committees and standards, and e-mail policies at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000844.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000844.hcsp) and  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_001621.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_001621.hcsp)
  - ☐ Telephone use and voicemail policy at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_012549.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_012549.hcsp)  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000687.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000687.hcsp)
  - ☐ Data practices guidelines at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_013806.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_013806.hcsp)
  - Mention requirements for annual HIPPA training for all employees and contractors
  - ☐ ADA, dress code, drugs and alcohol use, harassment information and Code of Ethics at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000653.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000653.hcsp)
  - ☐ Employee resources information at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_employment\\_resources.hcs](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_employment_resources.hcs)
- p
- ☐ Parking and other policies at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_015161.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_015161.hcsp)
  - Include information on carpool, van pool, Rideshare and bus cards
  - ☐ Shuttle information at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_017275.pdf](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_017275.pdf)
  - ☐ Travel requests and policies, including car rental and state vehicle use at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_011051.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_011051.hcsp)
  - ☐ Department health and safety policies at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000613.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000613.hcsp)
  - ☐ Recycling procedures at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_002685.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_002685.hcsp)
  - ☐ Meeting room reservations at:  
<http://meetings.dhsintra.net/login.asp>
  - Include information on badges and check-ins for visitors
  - ☐ Expense reports at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_001155.pdf](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_001155.pdf)
  - ☐ Emergency and weather safety procedures at:  
<http://www.severeweather.state.mn.us/>
  - ☐ DHS Today and InfoLink information, including department phone directory at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_dhs\\_today.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_dhs_today.hcsp) and  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_employee\\_directory.asp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_employee_directory.asp)
- 
- ☐ Include division phone list if available; contact division TSL to set up DHS Today as home page
  - ☐ North Star, DHS, Children and Family Services, and CountyLink Web site information at:  
<http://www.state.mn.us/portal/mn/jsp/home.do?agency=NorthStar> and  
[http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/dhs\\_Home\\_Page.hcsp](http://www.dhs.state.mn.us/main/groups/agencywide/documents/pub/dhs_Home_Page.hcsp) and  
and [http://www.dhs.state.mn.us/main/groups/children/documents/pub/dhs\\_Children.hcsp](http://www.dhs.state.mn.us/main/groups/children/documents/pub/dhs_Children.hcsp) and  
[http://www.dhs.state.mn.us/main/groups/county\\_access/documents/pub/dhs\\_County\\_Access.hcsp](http://www.dhs.state.mn.us/main/groups/county_access/documents/pub/dhs_County_Access.hcsp)
  - ☐ Provide hands-on session on how to find reports, manuals and e-Docs
  - ☐ DHS records retention policies at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_012912.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_012912.hcsp)



- ☐ DHS acronym list at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000689.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000689.hcsp)
- ☐ Include division acronym list if available
- ☐ DHS training policies, division training opportunities (note registration through TrainLink) at:  
[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_000679.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_000679.hcsp)
- ☐ Division procedures for ordering supplies
- ☐ Workstation setup, computer setup, division share drive information
- ☐ Division emergency evacuation procedures and safety officer information.
- ☐

## **Please discuss with new employees**

Department's and Children and Family Services' mission, core values and structure  
 Position description and job expectations, including providing excellent customer service and respecting cultural diversity of colleagues and clients  
 Timesheet procedures, breaks, work hours, overtime, flextime, pay raise schedule  
 Holidays, vacation, sick and other leave requests  
 Probationary period and Employee Development Interview review process  
 Phone system, voicemail, and e-mail practices  
 Data practices guidelines  
 Policies on ADA, dress code, drugs and alcohol, sexual harassment, Code of Ethics  
 State vehicle use procedures  
 Parking, carpool, van pool, shuttle, Rideshare procedures; MTC bus cards  
 Department security  
 Recycling procedures  
 Meeting room reservations; badges and check-in for visitors  
 Expense reports  
 Supply orders  
 Exercise room and equipment  
 Computer setup and share drive access  
 Emergency information, evacuation  
 Travel requests and policies  
 Training opportunities.

## **Tours to Take**

On the first few days of employment, please:

Introduce new employees to Children and Family Services staff  
 Tour meeting rooms, locate rest rooms  
 Tour kitchen area; explain Coffee Fund, microwave and refrigerator use  
 Tour office copier, fax machine and recycling areas  
 Tour department cafeteria, gift shop, cash machine, parking office, security desk, information desk and outdoor smoking area.

## **Materials to hand out**

Please give new employees a new employee packet and the following:

- DHS mission statement and core values
- DHS organizational chart
- Children and Family Services' organization chart
- Children and Family Services' floor plan
- Employee Assistance Program pamphlet
- Code of Ethics guidelines
- Internet and e-mail policy
- Voicemail policy
- Emergency and weather safety procedures
- Recycling information
- DHS Today and InfoLink information, including department phone directory
- North Star, DHS and Children and Family Services' Web site information
- DHS acronym list
- Keys to file drawers and cabinet keys.

## **Forms to complete**

Arrange for new employees and department's Human Resources Office to go over insurance and payroll forms and information, including:

- Medical/dental insurance
- Life insurance
- Optional life insurance
- Short- and long-term disability insurance
- W-4
- Minnesota State Retirement System
- Deferred compensation
- Direct deposit
- Social Security information
- Employee identification and payroll number.

Also, through new employees' administrative assistants, help new employee complete:

- Business card requests
- Office nameplate requests
- Photo ID access card forms
- Desk key requests.

## **Meetings to schedule**

Schedule meetings for new employees within the first three days of employment with:

- Denise Kloes, Human Resources Office, to complete forms and schedule new employee orientation
- Jerry Mackey, Management Services, to schedule parking access
- Beth Voigt, Children and Family Services' Communications Office, to review communications, media, graphics, printing and Web site procedures



## Contact information to give out

To ensure new employees know who to contact when they need help with particular projects or work, please give them these contact names and numbers:

For computer glitches, their division technical support liaison or the IT Helpdesk, (651) 431-2100

For assistance with supplies, faxing and copying, their division administrative assistant(s)

For human resource questions, Denise Kloes, Human Resources Office, (651) 431-3010

For payroll questions, Bobbi Lewis, Management Services, (651) 431-3731

For posting information on the Web site, their supervisor for approval and then Jon Siess, CFS Communications, (651) 431-3827, for final review and posting

For contributing to Children and Family Services' electronic newsletter, CFS Update:

- **Child Safety and Permanency:** Ruth Swanson, (651) 282-5329 or [ruth.a.swanson@state.mn.us](mailto:ruth.a.swanson@state.mn.us) (SSIS news submitted by [cheri.ashfeld@state.mn.us](mailto:cheri.ashfeld@state.mn.us))
- **Child Support and Enforcement:** Steve Katz (651) 282-5272 or [steve.katz@state.mn.us](mailto:steve.katz@state.mn.us)
- **Community Partnerships:** Cheryl Murphy, (651) 431-3861 or [Cheryl.l.murphy@state.mn.us](mailto:Cheryl.l.murphy@state.mn.us)
- **Management Operations:** Beth Voigt, (651) 282-3833 or [beth.voigt@state.mn.us](mailto:beth.voigt@state.mn.us)
- **Program Assistance and Integrity:** Ramona Scarpace, (651) 431-3938 or [Ramona.scarpace@state.mn.us](mailto:Ramona.scarpace@state.mn.us)
- **Transition Support Systems:** Rita Sjoberg, (651) 431-4071 or [rita.sjoberg@state.mn.us](mailto:rita.sjoberg@state.mn.us)
- **Transition to Economic Stability:** Randy Stern, (651) 431-4021 or [randy.stern@state.mn.us](mailto:randy.stern@state.mn.us)

For notifying front desk and Security Office of visitors, "Meetings" and "Visitor registration" on InfoLink: <http://webapps.dhsintra.net/VisitorRegistration/Home.aspx>

For emergencies, 9-911 and then the Security Office, (651) 431-3000.

---

Employee's Signature

Date

---

Supervisor's Signature

Date

May 2006

## **Appendix C. Welcome to SSIS**

Do not distribute

# Welcome to SSIS

## Social Services Information System



We are glad that you've joined the SSIS team!

The Social Services Information System (SSIS) is a computerized case management system used in all Minnesota counties by child welfare and other social services staff. The system was created in partnership with the counties and the Department of Human Services (DHS). Ongoing development incorporates design input and occasional testing by county users.

This Employee Handbook describes the SSIS Project, its relationship to DHS and Minnesota counties, and the internal policies and practices that affect all SSIS employees.

Your immediate supervisor is your best resource for daily workflow questions. Additionally, many of the topics covered in this handbook reference information found in these key web sites:

**SSIS home page and resource for county users:**

<http://countylink.dhs.state.mn.us>

**DHS public web site:**

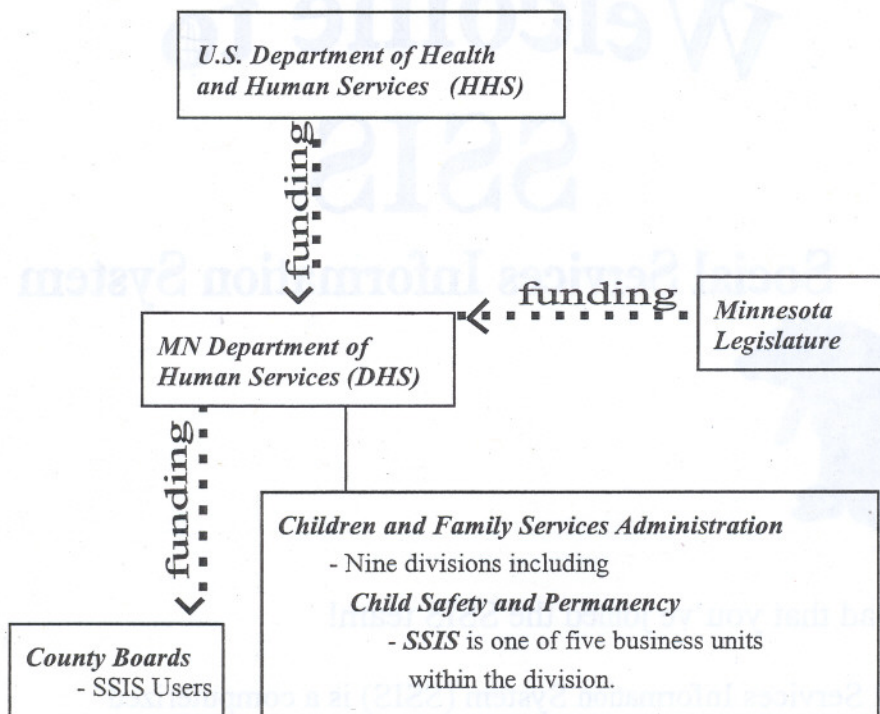
<http://www.dhs.state.mn.us/infocenter>

**DHS InfoLink, an Intranet for employees:**

<http://infolink.dhsintra.net>



## I. The Big Picture



### The Department of Human Services

The Minnesota Department of Human Services (DHS), in cooperation with its county partners, helps people meet their basic needs so they can live in dignity and achieve their highest potential. Consumers include: *seniors* who need help paying for hospital and nursing home bills or who need home-delivered meals, *families with children* who need help during a financial crisis, *parents* who need child support enforcement or child care money, *children* who need protective services, and *people with physical or developmental disabilities* who need assistance to live as independently as possible.

DHS programs include Medical Assistance (MA), General Assistance Medical Care (GAMC), MinnesotaCare, Minnesota Family Investment Program (MFIP), General Assistance (GA), the Senior Drug Program, child protection, child support enforcement, child welfare services, and services for people who are mentally ill, chemically dependent or have physical or developmental disabilities. DHS also provides direct service through its regional service centers for the deaf and hard of hearing and through its state operated services (the collective term for its six regional treatment centers, state-run group homes and state nursing home).

Health and human services accounts for approximately 23 percent of the state's general fund biennial budget. The department spends about three-quarters of its budget on health care, including MinnesotaCare, Medical Assistance, General Assistance Medical Care, mental health services, alternative care services, chemical dependency services and regional treatment center services.

DHS devotes about one-quarter of its budget to all other department services, including MFIP, as well as GA, subsidized child care, child support enforcement, Minnesota Supplemental Assistance (MSA), Food Stamps, and other social services and administration.



## DHS Core Values

The department's core values are the touchstones for our decisions. Our core values are:

- We focus on people, not programs.
- We provide ladders up and safety nets for the people we serve.
- We work in partnership with others; we cannot do it alone.
- We are accountable for results, first to the people we serve, and ultimately to all Minnesotans.

We practice these shared values in an ethical environment where integrity, trustworthiness, responsibility, respect, justice, fairness and caring are of paramount importance.



## The Children and Family Services Administration

SSIS is part of the the Child Safety and Permanency Division within the Children and Family Services (CFS) Administration. SSIS Director Gwen Wildermuth works closely with Division Director Erin Sullivan Sutton and Assistant Commissioner Chuck Johnson.

## County Partnerships

SSIS was created and continues to develop *in partnership* with Minnesota's 87 counties. Representatives from county management and system users provide design input and occasional testing feedback to the project. The following frequently-used terms demonstrate our relationship with the counties.

**Partnership Group** County directors and state staff provide consultation and direction to the SSIS Project.

**CSIS** Community Services Information System was a 20-year-old computer system that SSIS interfaced with in 76 counties. It did claiming and payments. SSIS developed these elements and replaced CSIS in four releases during 2006-07.

**Custom Counties** Most counties who did not use CSIS had custom-designed systems with which SSIS interfaces.

**SSIS Coordinators**  
**SISS Worker Mentors**  
**SSIS Fiscal Mentors** Most counties selected key people to serve as the links between county workers and SSIS. These people receive all SSIS information and distribute it to appropriate county personnel, channel Help Line calls, coordinate training, and provide valuable feedback to the project.



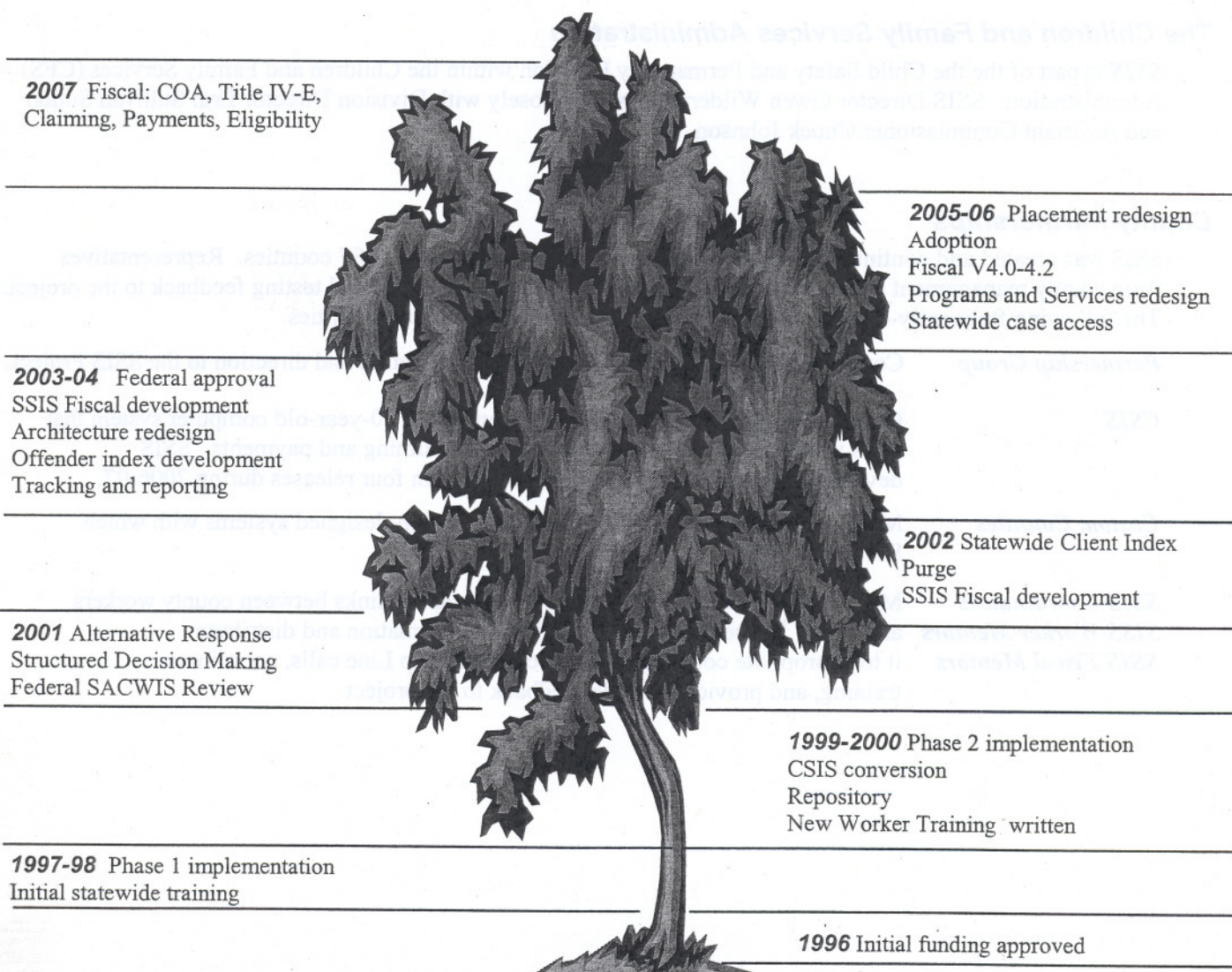
## II. SSIS

### Project Overview

SSIS is a computerized case management and data collection system. It is *used by Minnesota's child welfare social workers* for child protection, foster care, children's mental health, and adoption case management. In addition, counties generate numerous required state and federal reports using SSIS-entered data. Accurate and timely federal reporting for adoption, foster care, and child abuse and neglect provide documentation to secure state and local reimbursement.

Because SSIS provides value to both county and state governments, SSIS development and implementation costs are shared by both entities, with matching funds from the federal government. Funding is currently restricted to system development that relates to children's programs. Additional dedicated funds are required before SSIS can move toward its long-term goal of expansion across all social services program areas.

### System Development Timeline





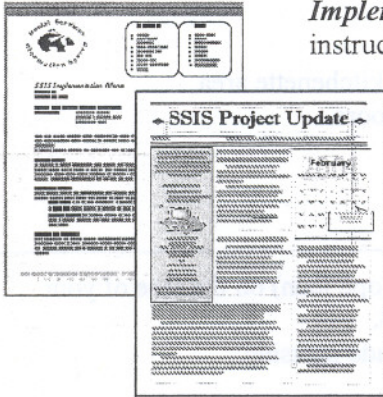
## Help Line

The SSIS Help Line enhances the project's partnership with counties. It is staffed from 8:00-11:00 a.m. and 1:00-3:00 p.m. M-F. Each county has authorized callers who coordinate problems at the county level.



## Publications

Maintaining a flow of information between DHS and the counties is critical to SSIS's success.



**Implementation Memos** are SSIS topic-specific. They usually provide instructions or planning documents which counties need to complete.

For example, *Implementation Memos* helped counties determine their backup and recovery method and schedule, outline training curriculum and scheduling, and provided comprehensive instructions for upcoming installations.

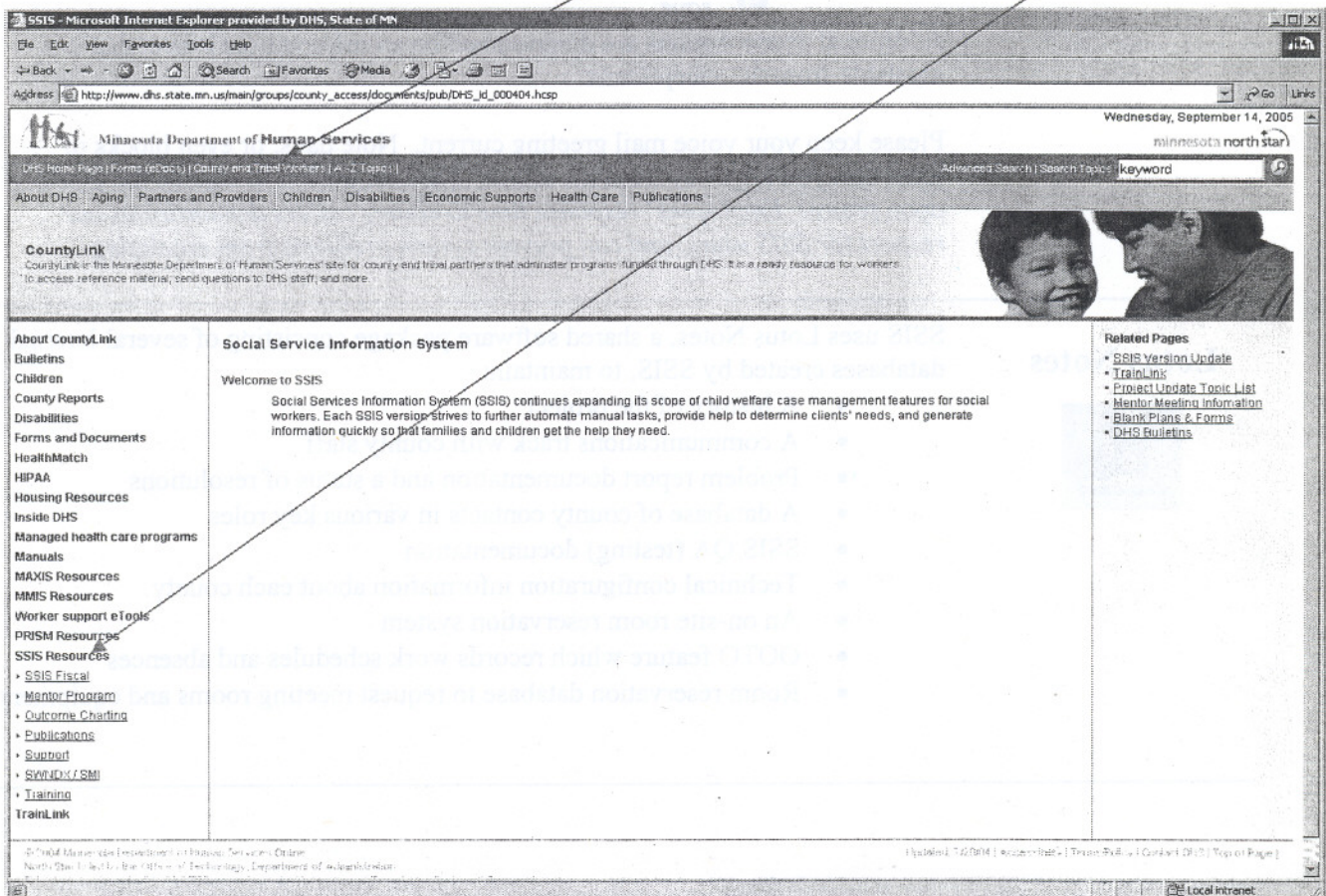
**SSIS Project Update** provides immediate information about system developments, timelines, FAQ's, training, and problem workarounds.

**SSIS Fiscal Flyer** keeps county fiscal supervisors current on discussions and decisions related to the integration project. Both newsletters are sent to a variety of key county contacts. A searchable Index and all back issues are on the Publication page of the SSIS web site.

SSIS maintains e-mail distribution lists for County Directors, SSIS and CSIS Coordinators, IT staff, and Mentors. Not all counties use Word, so attachments are always converted to PDF format for accessibility.

## SSIS Web Site

[www.dhs.state.mn.us](http://www.dhs.state.mn.us) > County and Tribal Workers > SSIS





### III. Internal Communications

#### U. S. Mail

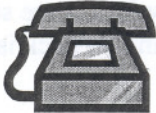


Zip code extensions designate DHS locations. SSIS' mailing address is:

SSIS  
PO Box 64239  
St. Paul, MN 55164-0239

A U.S. post office crate is located in the printer room/kitchenette area.  
There is also a mail box outside the building's main doors.

#### Voice Mail



To check for messages, press the messages key (envelope icon) on the face of your Cisco telephone. Enter your password followed by #.

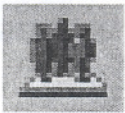
After hearing messages, frequently-used features include pressing:

- 1 listen to message
- 4 replay
- 5 time & date received
- 6 forward
- 7 erase
- 8 reply
- 9 save

Additional phone options are diagrammed on an informational sheet that's available from the receptionist.

Please keep your voice mail greeting current. Note days, or even blocks of time, that you are away from the office. Then remember to change the greeting upon return! *Employees' response time to county callers demonstrates our respect for SSIS users, and can prevent system problems from escalating.*

#### Lotus Notes

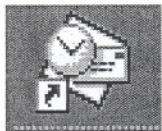


SSIS uses Lotus Notes, a shared software package consisting of several internal databases created by SSIS, to maintain:

- A history of the project
- A communications track with county staff
- Problem report documentation and a status of resolutions
- A database of county contacts in various key roles
- SSIS QA (testing) documentation
- Technical configuration information about each county
- An on-site room reservation system
- OOTO feature which records work schedules and absences
- Room reservation database to request meeting rooms and equipment



## MS Outlook



SSIS workstations use Microsoft Outlook for e-mail, meeting scheduling, and individual calendars. Distribution lists to key county contacts are available in Outlook, as imported from the Lotus Notes Master Names database. Employees should monitor incoming e-mails at least twice per day, responding promptly when possible.

## Sametime Connect



Sametime Connect™ maintains a contact list of online coworkers, allowing one to securely communicate with them in real time. You can create personal contact lists and control who can see your name in the list. You can also start instant on-line meetings with them directly from the Sametime Connect window.

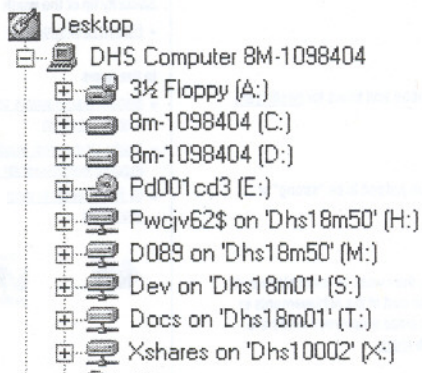
## Phones and Pagers



An employee may be assigned a pager, or can sign out a pager and/or cell phone when travelling.

Long distance calls for SSIS business are made from desk phones by dialing 9-1-area code number. DHS phones may not be used for personal long distance calls unless a personal calling card is used.

## Shared Drives in MS Word



H:\ is a hidden share, a private folder on a network drive that only the owner has access to.

M:\ Very general usage by all in the SSIS Division to store and share files with others in SSIS. Organized by team and by individual. A few folders have limited access.

S:\ Developers use this shared network drive. Production files are stored here.

T:\ Documentation storage. Limited Access.

X:\ This is a network drive which is used to store and share across multiple Divisions. Access is limited by folder.

## Playing CDs



Many SSIS staff listen to CD music while working. This is acceptable, though SSIS policy restricts streaming audio. Headphones may be requested from the IT staff or personal sets may be used.

Please be respectful of the people working around you. Because of the openness of our environment voices carry easily so it's important to keep them low. Extended personal conversations and all cell phone calls should be reserved for the lobby, cafeteria, or hall area by the restrooms.



## DHS Intranet Web Site

The DHS Intranet is an ever-expanding source of employee information. SSIS's New Employee Packet contains samples of frequently needed forms. However, the InfoLink site provides these and many more in printable formats. You will often use the searchable employee directory, access electronic time sheets and expense reimbursement forms, or review DHS policy statements.

[http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_dhs\\_today.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_dhs_today.hcsp)

DHS Today - Microsoft Internet Explorer provided by DHS, State of MN

File Edit View Favorites Tools Help

Back Forward Stop Reload Search Favorites Media Print

Address [http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_dhs\\_today.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_dhs_today.hcsp) Go Links

Minnesota Department of Human Services

InfoLink

Wednesday, September 14, 2005

minnesota northstar

InfoLink Home Page | DHS Public Web | CountyLink | Division Applications


Advanced Search keyword / text

Forms Policies and Procedures Employment Resources Workplace Info Legislative Info Agencywide Activities

**InfoLink**  
InfoLink is the official online news and information source for Central Office employees of the Minnesota Department of Human Services.

**DHS Today**  
Parking and commuting  
Lunch menus  
Meetings  
Visitor registration  
Maps  
Paycheck advice info  
DHS employee directory  
State employee directory  
Suggestion box  
About InfoLink  
A-Z listing

7 day Archive  
21 day Archive

**292 employees honored at Length of Service Awards**  
  
Debra Woods was among the 292 Central Office employees honored Tuesday for their 5,125 years of service to the state of Minnesota. The Length of Service Awards presentation was held at 444 Lafayette in the cafeteria, followed by a reception. [more](#)

**Program instructions for hurricane evacuees are on public Web site**  
Many Minnesota counties are providing assistance to Hurricane Katrina evacuees. Instructions sent by DHS to counties and tribes for [health care program eligibility](#), [food support](#), [cash assistance programs](#) and [child support](#) are on CountyLink. [more](#)

**Eighty percent of DHS' network passwords are deemed 'strong'**  
Information Security Services recently reviewed the strength of all network passwords and found that 80 percent were judged to be "strong" or difficult to crack. How strong is your password? [more](#)

**Diversity award nominations taken throughout fiscal year**  
Two awards for achievement in diversity work can recognize either individuals or teams for their exceptional service, their work as team players, or for the development of business or process improvements. The [Outstanding Achievement in Diversity Work Award](#) is part of the Achievements in Diversity Employee Recognition Program, which is the department's way for co-workers and leadership staff to recognize employees who have demonstrated a commitment to the advancement of the department's vision for diversity and cultural competency. [more](#)

**Reservations are open for Andersen Building meeting rooms**  
Reservations are now being taken for meeting rooms at the Elmer L. Andersen Human Services Building. The Management Services Information Center is now able to take reservations for meeting rooms on floors three and four, which will be equipped and ready for use beginning the week of Oct. 10. Second-floor meeting rooms will be available for meetings starting Oct. 17. [more](#)

**Upcoming events**

- 9/20: Metro Square Yoga class starts
- 9/28: Supervisors' training session
- 10/3: Combined Charities Campaign information fair

**Security tip of the week**

- Report virus promptly

**In the news**

- Senate leader wants another special session
- Study: Uninsured publicly insured wait longer for care
- St. Paul center to help evacuees

Current Traffic Map

Make This Your Home Page

Local intranet



## IV. Schedules and Salary

### Pay Periods

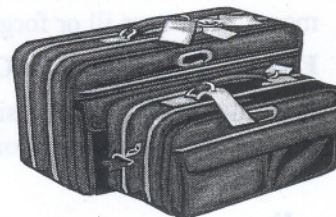
State of Minnesota employees are paid every other Friday. Pay periods run from a Wednesday through the Tuesday two weeks later. DHS time sheets and instructions are completed online via InfoLink (see page 7). A direct deposit form is included in your packet. A new employee may not receive his or her first check for several weeks depending on where the start date falls within the pay period.

### Vacation Hours and Holidays

New state employees earn four hours of vacation per pay period. (This rate may be higher if the employee transfers directly from a county position.) In addition, the state offers ten paid holidays and one eight-hour floating holiday per state fiscal year (July 1-June 30). Regular vacation hours are available after the probationary period. The floating holiday can be taken within the probationary period, with the supervisor's approval.

### Overtime and Compensatory Time

All overtime or anticipated comp time requires advance approval from the supervisor. The Fair Labor Standards Act (FLSA) strongly influences a supervisor's ability to grant overtime.



### Sick Leave

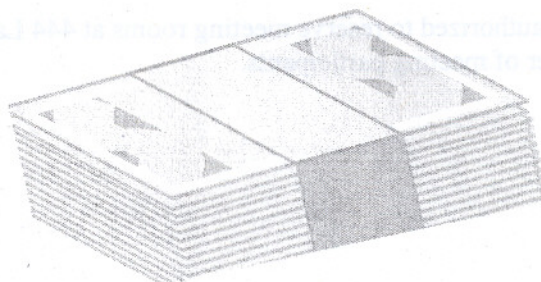
New state employees earn four hours of sick leave per pay period. Acceptable use of sick hours (e.g., family medical care), is defined by union contract and outlined in the employee's union handbook.

### Leave Requests

Most SSIS managers prefer an e-mail request for vacation hours, the floating holiday, or leave without pay. If the leave is for more than one day, give the supervisor a minimum of one week notice, if possible. The e-mailed confirmation provides documentation for both parties.

### Expense Reimbursement

State employees may only receive reimbursement for purchases pre-approved using a *DHS Request for Approval to Incur Special Expenses* form. Travel and meal expenses for work-related events are submitted on a *SEMA-4 Employee Expense Report*. Both of these forms are on the DHS InfoLink. Receipts must be attached for hotels, parking, and other claimed expenses. See page 11 for details on mileage reimbursement.





## V. Office Procedures

### Security

The Security Identification/Key Card Request form allows new employees to receive a magnetized photo ID to access both 444 Lafayette and Elmer Anderson buildings.

Visitors need temporary badges issued by the Information Desk in the building lobby. Register visitors in advance from the InfoLink home page>Visitor Registration. DHS security officers patrol the parking lot and building. If you see suspicious behavior, call 651-431-3000.



### Out-of-the-Office Notification

**OOTO** - Please record in Lotus Notes' OOTO database all planned annual leave, sick leave, conferences, and in-state or out-of-state travel of a day or more. Receptionists transfer notations from OOTO daily to the sign-out white board.

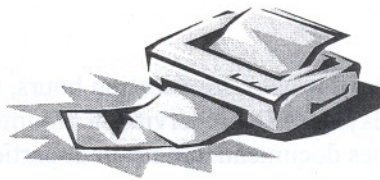
**Voicemail** - Put an extended absence greeting on your voice message when you will be absent for a day or more. If you are ill or forget, it can be done from home.

**E-Mail** - Please use your Out-of-Office Assistant if you know you will be gone for one day or more.

**Sign-out Board** - Please sign out when you leave the office for a partial day to attend meetings, conferences, medical appointments, or personal appointments.

### Supplies

Most office supplies are stored in cabinets in the copy area adjacent to the Community Room. SSIS receptionists order supplies and will try to locate and price specific items an employee requests.



### Printing

The most cost-effective duplication is done using the large copier in the Community Room. Smaller ones are available throughout the floor. If you want a receptionist to copy materials for you, complete and attach a Clerical Request slip with clear instructions.

Large print orders can be sent to the DHS Copy Center. Extra processing time is required. DHS Graphics can also produce colored, laminated posters. See the SSIS Communications Coordinator for assistance with pagination sheets or electronic formats.

### Meeting Rooms

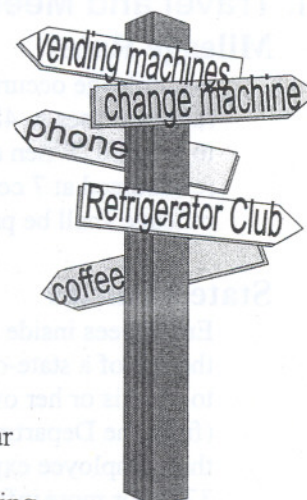
The SSIS receptionist is authorized to reserve meeting rooms at 444 Lafayette. Provide her with the date, times needed, and number of meeting participants.



## Breaks and Refreshments

There are vending machines and a change machine by the mailboxes on the east side.

Kitchen supplies (toaster, microwave, utensils, paper products) are available for all to use. The receptionists maintain a Kitchen Fund and periodically request contributions to purchase paper goods. Refrigerator use is reserved for those who choose to pay a one-time \$10 membership to Beth Holmgren. Coffee can be purchased for 50¢ per cup or \$16 per month, with checks made out to "Berry Coffee Company" and submitted to Guy Glibas.



## Parking

The parking rate in the 800 E. Minnehaha lot is \$22.82 per month. A form in your New Employee Packet authorizes direct withdrawal from employees' paychecks. Contractors pay monthly by check to the SSIS business office. There are no parking stickers or tags assigned. To cancel a parking contract when leaving employment here, submit a Payroll Deduction Parking Fee Cancellation Form to Management Services Office at 444 Lafayette.

## SSIS Culture

The SSIS staff represents a highly-skilled, diverse team whose work blends to create a sophisticated application. Many of the technical staff are contractors who have worked at SSIS since its early phases. Similarly, many of the user support team, analysts and testers have strong county social services backgrounds.

SSIS managers strive to show staff support and appreciation in a variety of ways:

Casual Fridays allow office-appropriate casual wear. Meetings with DHS or county representatives may require more professional attire.

All-Staff Meetings are held periodically. Managers use these gatherings to introduce new staff, present division information to all employees in the same forum, or host guest speakers (e.g., safety forum, DHS administrators). In addition, the staff celebrates project accomplishments and occasional holidays with potluck meals and pizza parties.

Bjorn Bear is the division's mascot and frequent logo. He originated in a statewide competition among the counties and has earned his place on SSIS publications, sweatshirts, training materials, mouse pads, and conference posters.





## VI. Travel and Meeting Arrangements

### Mileage Rates

For mileage occurring on or after January 1, 2007, the Internal Revenue Service mileage reimbursement rate increases to 48.5 cents per mile, when a state-owned vehicle is not available for use or not required to be used. When an employee declines the use of an available state-owned vehicle, he or she will be reimbursed at 7 cents less per mile. When a State-owned vehicle is offered and declined by the employee, mileage shall be paid at the rate of 7 cents less than the IRS rate.

### State Vehicles

Employees inside the seven-county metro area traveling more than 75 miles are required to request the use of a state-owned vehicle. When a state-owned vehicle is not available and an employee is required to use his or her own personal automobile, the employee must obtain a motor pool vehicle control number (from the Department of Administration, Travel Management Division), and reference the number on their employee expense report. Contact Jane Ramstad at 651-431-3745 or Mary Pieterick at 651-431-3770 for more information.

A state vehicle must be driven by a state employee. Additional policies about appropriate vehicle use and public perception are on the DHS InfoLink.



### Out-of-State Travel

ALL out-of-state travel requires pre-approval using the *Authorization for Out-of-State Travel* form. Begin this process early! Keep all receipts related to the trip and attach them to the expense form submitted upon return. Employees may also use an expense form to request an advance. See page 6 for information about signing out a cell phone during travel periods.

### Hosting Meetings

Meetings at 444 Lafayette: To request a meeting room, call the Info Desk at 651-431-2000.

Meetings at the Andersen building (DHS Central Office): Call 651-296-4470 to schedule a meeting room, AV equipment, or space at the Metro Square Annex building in downtown St. Paul.

Videoconferences: Call Linda Marion at 651-282-6412 to arrange for statewide site connections.

Commercial facilities (hotels, conference centers): Submit vendor's projected costs on a Request for Approval To Incur Special Expenses form for approval. Provide vendor with a Purchase Order arranged through the SSIS business office. Allow ample time for these approval and processing steps.



## VII. Training and Development

### Employee Development Interview (EDI)

DHS employees' annual reviews use a comprehensive EDI form to document achievements, goals, training requests, development plans, and an agreed upon timeline for completion.



### SSIS Professional Development Policy\*

*(For DHS employees only, revised 9/05)*

#### Professional Growth

If the budget and training policy allow for expenditures, employees are encouraged to attend one course, conference, training session, or seminar per year aimed at some area of professional growth. The event may be suggested by the employee or supervisor and may be part of the Individual Development Plan of the EDI. The event must relate to the employee's position and job responsibilities and be approved by the supervisor. It is expected that the event would be in the state and the project will contribute up to \$1,000.00. If the event is over that amount an employee may choose to contribute. For course work, see Tuition Reimbursement Policy on page 14.

#### Growth Opportunities Assigned by the Supervisor

At times an employee will be asked to take special training or professional development to advance the objectives of the SSIS Project. This may include training on particular products or topics (e.g., data warehousing, user support, web-based training). In this case, these events are in addition to professional growth opportunities, and are paid for by the Division.

#### Free Opportunities

If an opportunity exists to attend a free event (no registration fees), either for professional growth or job related, in the Twin Cities area (no travel costs), the employee is encouraged to discuss the opportunity with the supervisor. In general, as long as workload and coverage permits, such requests (where "time" is the only cost), will be granted whenever feasible.

#### Staff Selection

In cases where it is not essential that a particular individual attend a training session or conference or seminar or workshop, it will be at the supervisor's discretion to select the appropriate person(s) to attend. Consideration will be given to previous attendance, seniority, the need for continuity, and availability (look at workload issues). Having attended one conference in a fiscal year will not necessarily prevent consideration for attendance at another, if that's what is reasonable. When possible, every effort will be made to ensure that the same people are not selected over and over again, at the expense of other staff who might also benefit.

#### Minnesota Social Services Association (MSSA)

Most years DHS pays a group rate for staff to attend if the employee pays the membership fee (currently-\$35.00). Staff should check with their supervisor if they wish to attend all or part of the conference which is held in March.

\* Depends on sufficient budget

## **Tuition Reimbursement Policy\***

An SSIS employee may be reimbursed for tuition expense for course work based on the SSIS Professional Development Policy and as follows:

- The employee must work full time.
- Every effort will be made to approve this training, including allowing the employee to use flex time to attend the course/training. This does not, however, require a supervisor to do so if attending this training or using flex time causes problems with getting employee's work done. This decision will be made by the supervisor.
- If an employee chooses to take a course outside of regular work hours, it will be on the employee's time.
- This training should be part of the employee's EDI.
- To request reimbursement, the employee should use the Special Expense form and make his/her request in advance to his/her supervisor. If approved, the reimbursement will be made if the employee can show 1) proof of payment and, 2) proof that he/she passed the course with at least a grade of a "C" (average). If the course was taken pass/fail, the employee must show proof that he/she passed the course.
- If the supervisor mandates training or that an employee takes a particular course, this policy does not apply.

\* Budget restraints may limit any reimbursement until the future.



## VIII. Emergency Information

A comprehensive Emergency Procedures Plan for the 800 Minnehaha building is posted on the DHS InfoLink at [http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink\\_id\\_002356.hcsp](http://dhsinfo.dhsintra.net/main/groups/public/documents/pub/infolink_id_002356.hcsp). The document outlines specific instructions for dealing with a bomb threat, personal threat, fire alarm, and severe weather.

Deb LaChapelle is the designated floor warden for SSIS. She can answer questions about emergency procedures and building evacuation directions. Deb will also ensure everyone's safe evacuation from the building during fire drills or an actual emergency. (Alternate contacts are Sue Marinkov, Gina Meyer and Gerry Benusa.)

### Weather

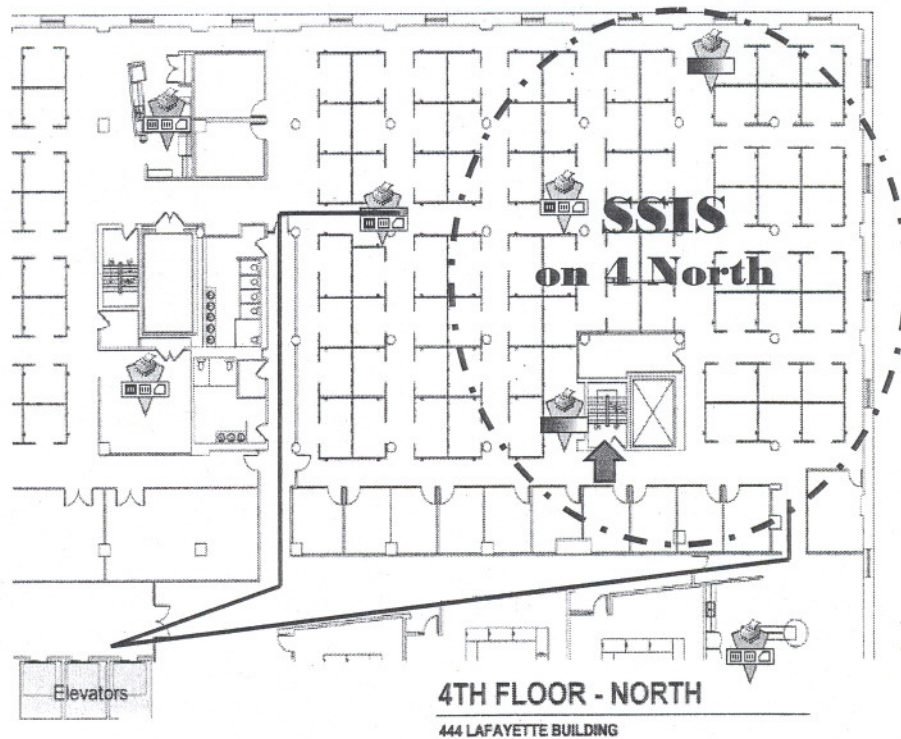


Emergency closing(s) are announced on WCCO and WMNN radio stations, as well as KSTP, WCCO, and KARE TV stations. Employees may also call 651-215-0140 for information on closures.

### Fire



In case of fire, do not use the elevators. SSIS staff exit via the service stairwell located across from managers Steve Zorn and Kate Stolpman's offices. All SSIS staff gather in the northeast corner of the parking lot by the trees that divide 444's and DNR's parking lots.



### Security



Report any suspicious activity in the parking lot or building to DHS Security, 651-431-3000. See page 10 for building access guidelines.

Dial 8-9-1-1 to report any emergency including fire, medical emergency, or threat to personal safety.

## **Appendix D: Second Life Article**

## Missouri Education Office Recruits IT Staff from Second Life



Oct 4, 2007, By Wayne Hanson

*Illustration: GT's virtual Chad Vander Veen visits a news site on Second Life.*

Paul G. Wright is IT director for the [Missouri Dept. of Elementary and Secondary Education](#) Office of Administration-ITSD. He chairs a committee that is taking on IT recruiting for the state. Along with more traditional methods of recruiting, the department is also constructing a Web site that will centralize state IT job postings and related information. So far so good, a state organization going about its business.

Then, said Wright, he read some stories about companies going to [Second Life](#) to conduct job fairs. Second Life (SL) is a 3-D virtual world entirely built and owned by its residents, according to the Web site. It opened in 2003 and now has about 10 million residents who live in a sort of video game, exchange dollars for the local currency to clothe their avatars, buy and sell virtual property, create music and art, etc.

So why did the state of Missouri go to SL? The demographics, said Wright. "I saw a number of people in SL were tech savvy and the age ranges from the mid-20s to early 30s. That was an age range we were interested in for our IT recruiting efforts. Dan [Ross, CIO] was very supportive about us sticking our toe in the water."

The state has been "in world" -- as residents call it -- for about a week, but has already begun to receive inquiries, said Wright. "We are hoping to do an in-world job fair in a few months and see how the response is for that. As far as I can tell we are one of, if not the, first state out there. I think a couple of states have their state libraries there but nothing like what we are doing. I know the feds have some nice areas in SL."

It's a new experience, said Wright. "You have to learn the 'culture' and how things work. It's like going to a foreign country, you have to adapt to the local customs first before you can really make any inroads."

Wright said it's too soon to make any judgments about how it will work. "I don't know if SL is the answer until we get some time in-world under our belts and have a go at a job fair and/or other activities. I think the potential is there. At last count there are about 9.5 million subscribers to SL. Where we are located a number of educational institutions have established sites. I can see from what is being done that education is looking seriously at SL to see how it can be used in K-20 education."

## **Appendix E: Second Life Article-Results**



# **Second Life Produces Real Training Results**

**By Anders Gronstedt**

*The 3-D web world is slowly becoming part of the training industry.*

The Internet spawns a new phenomenon almost daily, and another concept, Second Life, is transforming training and education. A three-dimensional web platform, Second Life blends graphics, gaming elements, chat rooms, and online commerce into a single platform. The site—[www.secondlife.com](http://www.secondlife.com)—allows users to create their own alter ego or “avatar.”

Second Life isn’t the standard two-dimensional web. It is web 3-D. It’s mesmerizing, immersive, and inherently social, but it’s also perplexing and intimidating, clunky, and occasionally slow.

And it’s all the rage in the training sector. IBM is investing millions of dollars in the 3-D Internet virtual world and other spaces, including some 25 “islands” in Second Life. IBM is not alone. An increasing number of corporate heavy hitters like Sun, Dell, British Petroleum, and Intel are transferring their training programs to Second Life’s virtual “metaverse.”

Hundreds of colleges and universities are already teaching classes in Second Life. Scores of universities have entire campuses in the virtual world, and Harvard is teaching classes in the space for credit. Clearly, many of the world’s largest organizations believe that Second Life is going to be a big part of their futures.

## **Exploring Second Life**

Second Life is the fastest growing online community on the web. According to research by the Gartner Group, 80 percent of active Internet users will be participating in nongaming virtual worlds, such as Second Life, by the end of 2011.

The best way to fully understand the appeal and potential of this strange, intriguing digital world is to explore it for yourself. Open a free account, then download the client software and create your “avatar,” a virtual image that represents you online.

Once you’ve decided whether to be Superman, Wonder Woman, Darth Vader, a vampire, dragon, pink flamingo, or simply a stylized version of the real you, you’re ready to begin roaming around the fantastically detailed landscape. You can abandon traditional notions about the limitations of space and gravity. If you’re tired of walking, you can enter a command and fly to your destination. If flying gets old, teleporting gets you there instantaneously.

Users can make friends, race cars, fly airplanes, hold meetings, exchange ideas, engage in combat, attend live concerts, buy and sell both real and virtual products and services, and much more.

## **Communicating and interacting**

When residents of Second Life approach you for a friendly chat, you’ll see their hands typing in the air. A text message appears on the screen when one user contacts another. These conversations are public so they can be seen by anyone in the vicinity. If you want to communicate privately with another avatar, you should use the instant messaging option. As you make new friends, you can add them to your “friends list” and keep track of where they are and when they’re online.

Some people actually make a living in Second Life. They manufacture and sell clothes, trade lakefront properties, and work as bouncers at dance clubs. The creator of Second Life, San Francisco-based Linden Lab, makes most of its money selling "land." The site's currency, Linden dollars, can be exchanged at a rate that fluctuates at around Linden \$270 to \$1 in the United States. You can buy your own piece of real estate for anywhere from Linden \$200 to \$1,500 for an entire island.

Second Life is an American innovation, but its user base is international. Data from ComScore, an Internet marketing research company, shows that 60 percent of Second Life's users are in Europe. Only 16 percent are from the United States, and 13 percent hail from Asia. In fact, Second Life users in Germany outnumber American users.

"We get the greatest rates in Brazil, India, and China," says Chuck Hamilton, director of the IBM@Play program at IBM's Center for Advanced Learning, which is part of the company's Second Life learning investment.

Many international residents communicate in English, but there's a lot of chatter in local languages. A feature called Babblar provides on-the-fly translations of conversations. It's far from perfect, but it is effective enough to help you get the gist of most conversations.

Second Life can be a playground or a business adjunct, a social networking hub, or a programming haven. These multiple uses help explain the diverse subscriber base, which is 60 percent men and 40 percent women whose average age ranges in the 30s. Twenty percent of female avatars are actually operated by male users; almost all male avatars are run by men. Users must be at least 18 years old. A similarly constructed Second Life grid exists for teens.

## **Training for hard skills**

Second Life is different from gaming environments because nearly everything you see is created by the site's users. Residents use 3-D modeling language to build houses, trees, streets, and furniture. These tools also can be used by training professionals to illustrate technical concepts in powerful new ways.

"One of the advantages of Second Life is that you can manipulate the sense of scale and perspective," says IBM's Hamilton. "You can crawl around a big oil rig or fly around a network diagram."

Paul Steinberg, project manager at Intel Software Solutions Group, finds these modeling capabilities useful for various skills training programs. "We can miniaturize large systems such as our digital health solutions with remote access," he says, "or blow up a computer chip."

Flying your avatar inside a molecule at the science library in Second Life, for instance, gives you a novel view of the placement of carbon atoms in three-dimensional space. Another Second Life museum, Exploratorium, has built a scale model of the earth-moon system. Even astronomers have found that walking their avatars from Earth to the moon gives them a more immediate understanding of the sizes and distances involved.

## **Killing videoconferencing?**

Second Life is ultimately a social networking tool that takes online interaction and collaboration to unprecedented levels, breaks down hierarchies, and eliminates geographic boundaries. IBM employees practice interviewing techniques in front of an audience that will later critique them. Another popular application at IBM is language classes. Second Life also is replacing many of the company's videoconferencing and webinar activities.

"Seeing a talking head on a computer screen doesn't add much value, but in Second Life you can chat, make gestures, and interact in 3-D," explains Hamilton.

IBM frequently holds meetings that involve real participants in a conference room interacting with the avatars of remote participants being displayed on a screen.

"People have real conversations, they pull stuff out of their inventory to illustrate concepts—it's learner driven rather than teacher driven," says Rodica Buzescu, project manager at Millions of Us, which helps businesses market themselves on Second Life.

The real breakthrough for Second Life as a learning application is the full integration of voice capability. Instead of having to rely on instant messaging and chat, users can now speak to each other via voice in 3-D. The voices of nearby avatars sound louder than avatars that are farther away, and voice from avatars to your right feed through the right speaker.

## **Creating virtual identities**

One of the unique attributes of Second Life is what IBM's Hamilton calls the "sense of self." With nearly 10 Second Life learning projects under his belt, he and his team have concluded that many of IBM's 4,000 employees invest much time and effort to express their identities—body shape, dress, and gestures—by customizing their avatars.

"You get to know something about them based on their skin colors, their looks, and their species," says Hamilton. "Their appearances speak volumes about who they are. It works as a great icebreaker."

Most companies have either written or informal dress codes, but not in Second Life. "We never gave guidelines. We never told employees that they can't come as a fish," continues Hamilton, who frequently sports a kilt in Second Life as a proud expression of his Scottish heritage.

Intel Software Solutions Group's Steinberg recognizes that all employees don't have the inclination to shop around for a unique appearance. "We've created some standard avatars that people can slip on if they don't want to create their own."

## **Replicating classroom learning**

Second Life is creating more virtual classrooms. Unfortunately, most e-learning still looks like a classroom lecture. It takes time for a new medium to develop its own character and unique vernacular.

There are signs that some learning organizations are pushing the envelope. IBM has balloons flying in the air that you can enter to explore 360-degree images—a virtual reality within the virtual reality.

A University of California psychology class provides students with the experience of powerful virtual hallucinations. As you get closer to a poster on the wall, words on it change to profanities and an ominous voice tells you to "kill yourself." This experience illustrates schizophrenia in ways that listening to a lecture or reading a text simply can't match. These creative applications suggest a need to reinvent learning in Second Life.

"We don't want to shovel thousands of whitepapers," says Intel's Steinberg. "We point employees to websites where they can find that. In Second Life you can meet software engineers you would never have a chance to chat with normally, fly around 3-D models you could never replicate in a classroom, or play a robot war for kicks."

## **Training barriers**

There remain various barriers to widespread adoption of Second Life in corporate training. First of all, it's primarily a consumer application. Don't try to schedule a meeting on Wednesday morning, for instance. That's a time when Linden Lab frequently shuts down the site for maintenance with only a few hours' notice.

There also are firewall issues. "Second Life is not developed for a corporate environment," says Intel's Steinberg. "We have interim solutions in place to get it behind our firewall." Some companies see security risks as well. Islands can be private, with restricted access for the public, but Steinberg says he doesn't trust the website's security. However, Linden Lab announced that it will boost security against hackers and allow companies to host their virtual worlds on their own servers.

Hardware and infrastructure requirements pose another barrier. The amount of data driven by Second Life's virtual environment can tax even high-speed Internet connections, and the addition of voice is only going to increase the drain.

"You certainly need a good processor, a good graphic card, and good bandwidth," says Laura Thomas, who runs Dell's Second Life training.

Second Life's main challenge, however, isn't technology, but people. "The knee-jerk reaction to a lot of people is that they have too much work with their first lives to start a second one," says Thomas. This also is the reason why Dell is starting small with a simple speaker series.

Intel is taking an evolutionary approach as well. "We're starting low key," says Steinberg. "We're trying to really understand how we can develop a community in Second Life and strengthen our existing real-life community."

Several companies are setting up their own orientation islands to familiarize employees with the virtual world. "What I like about IBM's orientation island is that it not only teaches how to walk and fly, it also gives an understanding of intellectual property issues in Second Life," says George Widmeyer, information systems professor at New Jersey Institute of Technology. "We can't curb their enthusiasm," says IBM's Hamilton about his employees' response.

"Second Life excels at synchronous training," says Widmeyer, "but you still need a website, a wiki, a threaded discussion group, and a blog. Second Life is not a good information repository."



## Building on Web 2.0

Second Life is only the latest step in the democratization of learning. "Our Second Life engagement builds on our existing Web 2.0 activities with blogs and wikis," says Steinberg, who describes the move as a sea change for Intel. "We're embracing chaos and uncertainty. If things go wrong they have to be tweaked in real time in the public eye. That's just part of embracing the mindset of Web 2.0. This viral platform points to the direction of the future."

Yet he prefers to do it in front of today's seven million users instead of waiting a couple of years when the company might be operating on a 100 million user stage.

Virtual worlds provide learning organizations with a powerful, unique ability to engage and empower employees in ways that accommodate their digital and mobile lifestyles, adapt to their individual learning needs, and encourage collaboration. While it's currently the dominant platform,

Second Life is just one among a growing number of virtual worlds. Competitors include Active World, There, and Entropia Universe. Even if Second Life doesn't become the standard for 3-D worlds, the trend toward web 3-D seems irreversible.

---

## Learning applications in Second Life

What are the primary learning applications in Second Life? Here are a few candidates:

- **Hard skills.** Create 3-D models that participants can fly around or walk inside.
- **Soft skills.** Role-play a job interview or sales call, or meet a subject matter expert.
- **Simulation.** Cultivate business acumen by running a virtual business or learn about schizophrenia by experiencing powerful hallucinations.
- **Meetings.** Talk via voice or instant message; gesture, show objects, or go for a walk. Second Life will save us from the conference call doldrums.

## **Appendix F: Dislocated Worker Providers**

---

## Dislocated Worker Program Intake Offices Greater Minnesota

---

**WSA #1**      **Northwest Private Industry Council, Inc.**  
**1730 University Avenue**  
**Crookston, MN 56716**  
**(218) 281-6020**

---

***In-take is done at the following locations:***

MN WorkForce Center - Crookston  
Loralee Taylor - DEED Representative  
Carolyn Toupin, Manager  
1730 University Ave  
Crookston, MN 56716  
(218) 281-6020  
Fax: (218) 281-6025  
*Counties Served: Norman, Polk, Red Lake*

MN WorkForce Center - Thief River Falls  
Carl Unbehaun - DEED Representative  
1301 Hwy 1 E  
Thief River Falls, MN 56701  
(218) 681-0909  
Fax: (218) 681-0913  
*Counties Served: Kittson, West Marshall, Pennington*

MN DEED Office - East Grand Forks  
Loralee Taylor - DEED Representative  
Carolyn Toupin, Manager  
1424 Central Avenue  
East Grand Forks, MN 56721  
(218) 773-9841  
Fax: (218) 773-0425  
*County Served: Polk*

MN DEED Office - Roseau  
Carl Unbehaun - DEED Representative  
205 2nd Ave NW  
Roseau, MN 56751  
(218) 463-2233  
Fax: (218) 463-1316  
*Counties Served: Kittson, Roseau*

**WSA #2      Rural Minnesota CEP, Inc.**  
**803 Roosevelt Avenue**  
**P.O. Box 1108**  
**Detroit Lakes, MN 56502-1108**  
**(218) 846-7400**  
**(218) 846-7404 (Fax)**

---

***In-take is done at the following locations:***

Alexandria WorkForce Center  
Karen Burr, Team Leader  
303 - 22nd Ave. West, Suite 107  
Alexandria, MN 56308-1895  
(320) 762-7800  
(320) 762-7530 (Fax)  
*Counties Served: Douglas, Pope*

Wadena WorkForce Center  
Thomas Street, Team Leader  
124 1st St. SE, Suite 3  
Wadena, MN 56482-1538  
(218) 631-7660  
(218) 631-7676 (Fax)  
(218) 894-3771 (Staples)  
*County Served: Wadena*

Bemidji WorkForce Center  
Wanda Melgaard, Team Leader  
616 America Ave. NW, Suite 220  
Bemidji, MN 56601-3860  
(218) 333-8200  
(218) 755-4458 (Fax)  
*Counties Served: Beltrami, Cass, Clearwater, Hubbard, Lake of the Woods*

Detroit Lakes WorkForce Center  
(Ms.) Huldý Sannes, Team Leader  
801 Roosevelt Ave, P.O. Box 1108  
Detroit Lakes, MN 56502-1108  
(218) 846-7377  
(218) 846-0773 (Fax)  
*Counties Served: Becker, Mahnomén, Hubbard, Otter Tail*

Brainerd WorkForce Center  
Craig Nathan, Operations Manager  
204 Laurel Street; Suite 21  
Brainerd, MN 56401  
(218) 828-2450  
(218) 828-6194 (Fax)  
*Counties Served: Crow Wing, Cass*

Little Falls WorkForce Center  
David Valesano, Team Leader  
315 12th Street NE  
Little Falls, MN 56345-2910  
(320) 616-2400  
(320) 616-2424 (Fax)  
(320) 732-1909 (Long Prairie)  
(218) 894-3983 (Staples)  
*Counties Served: Morrison, Todd*

Moorhead WorkForce Center  
Theresa Hazemann, Team Leader  
Family Service Center  
715 N 11th Street, Suite 204  
Moorhead, MN 56560-2083  
(218) 287-5060  
(218) 299-5871  
*County Served: Clay*

Fergus Falls WorkForce Center  
Julie Sachs, Team Leader  
125 Lincoln Ave. W, Box 161  
Fergus Falls, MN 56538-0161  
(218) 739-7675  
(218) 739-7678 (Fax)  
*Counties Served: Otter Tail, Wilkin*



**WSA #3      Northeast Minnesota Office of Job Training**  
**820 N. 9th Street, Suite 240**  
**Olcott Plaza, P.O. Box 1028**  
**Virginia, MN 55792**  
**(218) 748-2200**

---

***In-take is done at the following locations:***

Northeast Minnesota Office of Job Training  
Ray Garmaker, Dislocated Worker Coordinator  
Minnesota WorkForce Center  
820 N. 9th Street, Suite 240  
Virginia, MN 55792  
(218) 748-2200 or 800/325-5332  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Kari Paulsen/Luke Christensen  
321 Minnesota Avenue North  
Aitkin, MN 56431  
(218) 927-5623  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Tawna Prah  
Lake Superior College  
2101 Trinity Road  
Duluth, MN 55811  
(218) 733-7629  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Clare Cassandro/Terri Dudley/Stacy Kenyon  
Minnesota Workforce Center  
715 Cloquet Ave.  
Cloquet, MN 55720  
(218) 878-4414  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Northeast MN Office of Job Training Career Center  
Randy Back/Tawna Prah  
4927 Matterhorn Drive Village Mall West  
Duluth, MN 55811  
(218) 733-0401  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
John Peterson  
Minnesota WorkForce Center  
1215 SE 2<sup>nd</sup> Avenue  
Grand Rapids, MN 55744  
(218) 327-4480  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Sue Fraik/Carol Stegmeir  
Minnesota Workforce Center  
1501 Highway 71, SC 128  
International Falls, MN 56649  
(218) 283-9427  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Dena Boutto/Missy Mortenson  
Minnesota Workforce Center  
3920 13th Ave. E  
Hibbing, MN 55746  
(218) 262-6777  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

Northeast Minnesota Office of Job Training  
Candis McQueen/Martha Primozych  
Minnesota WorkForce Center  
Government Services Building  
320 W. Second St.  
Duluth, MN 55802  
(218) 723-4730  
*Counties Served: Aitkin, Carlton, Cook, Itasca,  
Koochiching, Lake, St. Louis*

**WSA #4      Duluth Workforce Development**  
**332 City Hall**  
**411 West First Street**  
**Duluth, MN 55802-1102**  
**(218) 730-5770**

---

***In-take is done at the following location:***

Minnesota WorkForce Center - Duluth  
Betsy Harmon (218-725-7750); Mark Cohen (218-723-4746)  
205 Government Services Center  
320 West 2nd St.  
Duluth, MN 55802  
(218) 723-4730  
(218) 529-6243 (Fax)  
*Counties served: St. Louis*

**WSA #5      Central Minnesota Jobs & Training Services**  
**106 Pine Street**  
**Monticello, MN 55362**  
**(763) 271-3715**

---

***In-take is done at the following locations:***

Monticello WorkForce Center  
106 Pine St. Suite 2  
Monticello, MN 55362  
(763) 271-3700  
*Counties Served: Wright, Sherburne*

Cambridge WorkForce Center  
1575 E Hwy 95  
Cambridge, MN 55008  
(763) 689-7136  
*Counties Served: Isanti, Chisago*

Hutchinson WorkForce Center  
Ridgewater College - 2 Century Ave.  
Hutchinson, MN 55350  
(320) 587-4740  
*County Served: McLeod*

Pine City Workforce Center (Pine Tech College)  
900 – 4<sup>th</sup> St. SE  
Pine City, MN 55063  
(320) 629-4555  
*County Served: Pine*

Milaca CMJTS Office  
155 SW 2<sup>nd</sup> Ave.  
Milaca, MN 56353  
(320) 983-2995  
*County Served: Mille Lacs*

Olivia CMJTS Office  
108 S 8th St. Suite #2  
Olivia, MN 56277  
(320) 523-1007  
*County Served: Renville*

Litchfield WorkForce Center  
114 N Holcombe Ave, Suite 170  
Litchfield, MN 55355  
(320) 693-2859  
*County Served: Meeker*

Mora Workforce Center  
903 East Forest Avenue  
Mora, MN 55051  
(320) 679-6484  
*County Served: Kanabec*

Willmar WorkForce Center  
2200 23rd Street NE Suite 2040  
Willmar, MN 56201  
(320) 231-5174  
*County Served: Kandiyohi*

**WSA #6      Southwest Minnesota Private Industry Council**  
**Minnesota Workforce Center**  
**607 West Main Street**  
**Marshall, MN 56258**  
**(507) 537-6987**

---

***In-take is done at the following locations:***

Montevideo Workforce Center  
202 N. 1<sup>st</sup> Street, Suite 100  
Montevideo, MN 56265  
(320) 269-5561 or 800/422-1346  
*Counties Served: Big Stone, Chippewa, Lac qui Parle, Swift, Yellow Medicine*

Marshall Workforce Center  
607 West Main Street  
Marshall, MN 56258  
(507) 537-6236 or 800/818-9295  
*Counties Served: Lincoln, Lyon, Redwood, Pipestone*

Worthington Workforce Center  
Nobles County Courthouse  
318 Ninth Street, P.O. Box 816  
Worthington, MN 56187-2342  
(507) 376-3116 or toll free 888/234-3708  
(507) 376-3630 (Fax)  
*Counties Served: Cottonwood, Jackson, Murray, Nobles, Rock*

**WSA #7      South Central Workforce Council**  
**464 Raintree Road**  
**Mankato, MN 56001**  
**(507) 345-2408**

---

***In-take is done at the following locations:***

Fairmont Area Workforce Center - Job Service  
Connie J. Hines  
923 N. State Street, Suite 110  
Fairmont, MN 56031  
(507) 235-5518  
*Counties Served: Martin, Faribault, Watonwan*

New Ulm Workforce Center - Job Service  
Karen Wagner  
1618 So. Broadway, Suite 203  
New Ulm, MN 56073  
(507) 354-3138  
*Counties Served: Brown, Sibley*

Mankato Area Workforce Center - Job Service  
Karen Wagner  
Mankato Place  
12 Civic Center Plaza, Suite 1600  
Mankato, MN 56001  
(507) 389-6723  
*Counties Served: Blue Earth, Nicollet, LeSueur, Waseca*



**WSA #8      Southeast Minnesota Workforce Development, Inc.**  
**1302 Seventh Street, NW**  
**Rochester, MN 55901**  
**(507) 529-2712**

---

***In-take is done at the following locations:***

MN Workforce Center  
Mike Miller, Theresa Spiering  
1649 West Main St.  
Albert Lea, MN 56007  
(507) 379-3409  
*County Served: Freeborn*

MN Workforce Center  
Dianna Verley  
631 Cedar Avenue N.  
Owatonna, MN 55060  
(507) 446-1470  
*County Served: Steele*

SE MN Workforce Development, Inc.  
Julie Olson  
201 Lyndale Ave. S., Suite 1A  
Faribault, MN 55021  
(507) 333-2088  
*County Served: Rice*

MN Workforce Center  
Warren Oslin, Chersten Keillor, Kate Johanson  
300 11th Avenue NW  
Rochester, MN 55901  
(507) 529-2703  
*County Served: Olmsted*

MN Workforce Center  
Jody Schaber  
1606 W. Third St.  
Red Wing, MN 55066  
(651) 385-6402  
*County Served: Goodhue*

MN Workforce Center  
Mike Miller  
1900 8<sup>th</sup> Avenue NW  
Austin, MN 55912  
(507) 433-0555  
*County Served: Mower*

SE MN Workforce Development, Inc.  
Jody Rinn  
P.O. Box 395  
100 Main Street SE  
Preston, MN 55965  
(507) 765-2476  
*County Served: Fillmore*

SE MN Workforce Development, Inc.  
Ramona Redig  
222 W Main St.  
Wabasha, MN 55981  
(651) 565-2635  
*County Served: Wabasha*

SE MN Workforce Development, Inc.  
Connie Bublitz  
P.O. Box 410  
110 East Grove St.  
Cakledonia, MN 55921  
(507) 724-5231  
*County Served: Houston*

SE MN Workforce Development, Inc.  
Amy Fitt  
104 1st Avenue NW, Suite 108  
PO Box 483  
Dodge Center, MN 55927  
(507) 374-6850  
*County Served: Dodge*

**WSA #17     Stearns-Benton Employment and Training Council,  
MN WorkForce Center - St. Cloud  
1542 Northway Drive  
St. Cloud, MN 56303  
(320) 308-5320**

---

***In-take is done at the following location:***

Minnesota WorkForce Center - St. Cloud  
1542 Northway Drive  
St. Cloud, MN 56303  
(320) 308-5728  
Fax: (320) 308-1718  
*Serving: Central MN*

**WSA #18     Winona County Workforce Council  
507-453-2920**

---

***In-take is done at the following location:***

Minnesota Workforce Center  
1250 Homer Road, Suite 200  
Winona, MN 55987  
(507) 453-2920  
Fax: (507) 453-2960  
TDD: (507) 453-2930

---

# Dislocated Worker Program Intake Offices

## Metro Area

---

**WSA #9      Hennepin County Human Services Department**  
**(612) 879-3053**

---

***In-take is done at the following locations:***

Carver County Employment & Training Division  
Community Social Services  
Mary Rudloff  
602 East 4<sup>th</sup> Street  
Chaska, MN 55318  
(952) 361-1711  
*County Served: Carver*

Employment Action Center (EAC)  
Ron Boulton  
6715 Minnetonka Blvd.  
St. Louis Park, MN 55426  
Fax: (612) 752-8401  
www.eac-mn.org  
*County Served: Hennepin*

Employment Action Center (EAC)  
WorkForce Center Hennepin South  
Steve Barker  
4220 West Old Shakopee Road, Suite 100  
Bloomington, MN 55437  
(952) 346-4334  
Fax: (952) 346-4042  
*County Served: Hennepin*

Employment Action Center (EAC)  
WorkForce Center Hennepin North  
Ike Belton  
7115 Northland Terrace  
Brooklyn Park, MN 55428  
(763) 536-6076  
Fax: (763) 536-6001  
www.eac-mn.org  
*County Served: Hennepin*

HIRED  
Judy Swanson  
33 -10<sup>th</sup> Avenue S., #150  
Hopkins, MN 55343  
(952) 933-9639, ext. 205  
www.hired.org  
*County Served: Hennepin*

HIRED  
Minnesota Workforce Center - Hennepin South  
Matt Derosier  
4220 Old Shakopee Rd.  
Bloomington, MN 55437  
(952) 346-4021  
www.hired.org  
*County Served: Hennepin*

HIRED  
Linda Hoffman  
1701 American Boulevard  
Bloomington, MN 55425  
(952) 853-9106  
www.hired.org  
*County Served: Hennepin*

MN Dept. of Employment and Economic Development  
Minnesota WorkForce Center - Hennepin North  
Sandy Hughes  
7115 Northland Terrace  
Brooklyn Park, MN 55428  
(763) 536-6070  
*County Served: Hennepin*

MN Dept. of Employment and Economic Development  
WorkForce Center - Hennepin South  
Ed Sorenson  
4220 West Old Shakopee Road, Suite 100  
Bloomington, MN 55437  
(952) 346-4017  
*County Served: Hennepin*

HIRED  
Minnesota Workforce Center – Hennepin North  
James Reason  
7115 Northland Terrace  
Brooklyn Park, MN 55428  
(763) 536-6031  
*County Served: Hennepin*

**WSA #10     Minneapolis Employment and Training Program  
(612) 673-5298**

---

***In-take is done at the following locations:***

Employment Action Center (EAC)  
John Dawson  
900 20<sup>th</sup> Avenue So.  
Minneapolis, MN 55404  
(612) 752-8809  
[www.eac-mn.org](http://www.eac-mn.org)

HIRED (South)  
Sabathani Community Center  
Mary Noothed  
310 East 38th St.  
Minneapolis, MN 55409-1364  
(612) 822-9071  
[www.hired.org](http://www.hired.org)

HIRED (North)  
Ken Roberts  
1200 Plymouth Avenue North  
Minneapolis, MN 55411-4085  
(612) 5239-3342  
[www.hired.org](http://www.hired.org)

Minneapolis Workforce Center  
(Job Service - South Office)  
Steven Chirpich  
777 East Lake Street  
Minneapolis, MN 55407-1547  
(612) 821-4045  
[www.mnworkforcecenter.org/mplssouth](http://www.mnworkforcecenter.org/mplssouth)

Minneapolis Workforce Center  
(Job Service - North Office)  
Betty Jackson  
1200 Plymouth Avenue North  
Minneapolis, MN 55411-0040  
(612) 520-3553  
[www.mnworkforcecenter.org/mplsnorth](http://www.mnworkforcecenter.org/mplsnorth)

Goodwill/Easter Seals  
Corrie Clouse  
US Bank Bldg.  
919 East Lake Street  
Minneapolis, MN 55407  
(612) 824-7810  
[www.goodwilleasterseals.org](http://www.goodwilleasterseals.org)

**WSA #12     Minnesota Workforce Center/Anoka County  
1201 - 89th Avenue NE, Suite 235  
Blaine, MN 55434  
(763) 783-4724**

---

***In-take is done at the following location:***

Minnesota Workforce Center/Anoka County  
Linda Nettifee  
(763) 783-4858  
1201 - 89th Avenue NE, Suite 235  
Blaine, MN 55434  
[www.mnwfc.org/anoka](http://www.mnwfc.org/anoka)



**WSA #14 Minnesota Workforce Centers - Dakota & Scott Counties**  
**1 Mendota Road, W., Suite 100**  
**West St. Paul, MN 55118**  
**(651) 554-5955**

---

***In-take is done at the following locations:***

MN Workforce Center - Northern Area  
1 Mendota Road W., Suite 170  
West St. Paul, MN 55118  
(651) 554-5955  
(651)-554-5928 (Fax)  
*County Served: Dakota*

MN Workforce Center - Southern Area  
2900 West County Road 42, Suite 140  
Burnsville, MN 55306  
(952) 895-7600  
(952) 952-895-7660 (Fax)  
*County Served: Dakota*

Workforce Center - Shakopee  
Jeff Hohbach  
752 Canterbury Road So.  
Shakopee, MN 55379  
(952) 496-8529  
*County Served: Scott*

**WSA #15     Workforce Solutions**  
**2098 - 11th Avenue East**  
**North St. Paul, MN 55119**  
**(651) 770-4499**

---

***In-take is done at the following locations:***

Minnesota Workforce Center - North Saint Paul  
Marilyn Stranz - Workforce Solutions  
2098 - 11th Avenue East  
North St. Paul, MN 55109  
(651) 779-5312

Goodwill-Easter Seals  
Brian Merchant  
553 Fairview Avenue North  
St. Paul, MN 55104  
(651) 379-5957

HIRED  
Linda Byrd  
1821 University Avenue, Suite N-263  
Saint Paul, MN 55104  
(651) 999-5660

Saint Paul Workforce Center  
Pam Kling – Employment Action Center  
540 Fairview Avenue  
St. Paul, MN 55104  
(651) 642-0738

Lao Family Community of Minnesota, Inc.  
Yao Lo  
320 University Avenue  
Saint Paul, MN 55103  
(651) 221-0069

**WSA #16     Washington County Workforce Center**  
**2150 Radio Drive**  
**Woodbury, MN 55125**  
**(651) 275-8650**

---

***In-take is done at the following location:***

Washington County Workforce Center  
Beth Burger  
2150 Radio Drive  
Woodbury, MN 55125  
(651) 275-8680

---

# Dislocated Worker Program Intake Offices

## Independent Grantees

---

### **Career Management Services**

David Jensen  
9805 45<sup>th</sup> Avenue North  
Plymouth, MN 55442  
(763) 253-9172  
Fax: 763-559-6508

### **Career Management Services**

*Additional Intake Office:*

Barb O'Keefe  
1295 Bandana Blvd. N., Ste. 135  
St. Paul, MN 55108  
(763) 253-9720  
Fax: 763-253-9737

### **Quality Career Services Inc.**

Pam Stordahl, Office Manager  
2515 Wabash Ave., Suite LL1  
St. Paul, MN 55114  
(651) 647-9322  
[www.qualitycareerservices.org](http://www.qualitycareerservices.org)

### **Minnesota Teamsters Service Bureau**

Dislocated Worker Program  
Carole Hippie, Intake  
2829 University Avenue S.E., Suite 100  
Minneapolis, MN 55414  
(612) 676-3731  
Fax: 612-676-3748  
[carole@mntsb.org](mailto:carole@mntsb.org)  
[www.mntsb.org](http://www.mntsb.org)

---

# Dislocated Worker Program Intake Offices

## Certified Service Providers only for Projects

---

### **Arrowhead Economic Opportunity Agency**

Paul Carlson/John Pettinari  
702 3rd Ave. So.  
Virginia, MN 55792  
(218) 749-2912, ext. 219/272  
Fax: 218-749-2944  
*(additional offices: Aitkin, Cloquet,  
Duluth, Grand Marais, Grand Rapids,  
Int'l Falls, Two Harbors, Ely,  
Hermantown, and Hibbing)*

### **Career Management Services**

David Jensen  
9805 45<sup>th</sup> Avenue North  
Plymouth, MN 55442  
(763) 253-9172  
Fax: 763-559-6508

### **Career Management Services**

*Additional Intake Office:*  
Barb O'Keefe  
1295 Bandana Blvd. N., Ste. 135  
St. Paul, MN 55108  
(763) 253-9720  
Fax: 763-253-9737

### **Career Solutions, Inc.**

Daniel Swalm  
Executive Director  
1295 Bandana Blvd. N., #110  
St. Paul, MN 55108  
(651) 647-9961  
Fax: 651-647-1424

### **Employment Action Center**

DiAnn Brower-Boyle  
6715 Minnetonka Blvd.  
St. Louis Park, MN 55426  
(612) 752-8660  
Fax: 612-752-8401  
[www.eac-mn.org](http://www.eac-mn.org)

### **Goodwill/Easter Seals Minnesota**

Ms. Kelly Matter  
VP Program Services  
553 Fairview Ave. N.  
St. Paul, MN 55104  
(651) 646-2591, ext. 5871  
Fax: 651-379-5804

### **Goodwill/Easter Seals Minnesota**

Joe Stratig  
Workforce Development Manager  
919 East Lake Street  
Minneapolis, MN 55407  
(612) 824-7810  
Fax: 612-821-6219

### **HIRED**

Jane Samargia  
Executive Director  
1200 Plymouth Avenue North  
Minneapolis, MN 55411  
(612) 529-3342  
Fax: 612-529-7131

### **Jewish Vocational Service**

Larry Greenbaum, Director  
13100 Wayzata Blvd., Suite 300  
Minnetonka, MN 55305  
(952) 591-0300  
Fax: 952- 591-0227

### **Quality Career Services Inc.**

Pam Stordahl, Office Manager  
2515 Wabash Ave., Suite LL1  
St. Paul, MN 55114  
(651) 647-9322  
[www.qualitycareerservices.org](http://www.qualitycareerservices.org)

### **Minnesota Teamsters Service Bureau**

Dislocated Worker Program  
Carole Hippie, Intake  
2829 University Avenue S.E., Suite 100  
Minneapolis, MN 55414  
(612) 676-3731  
Fax: 612-676-3748  
[carole@mntsb.org](mailto:carole@mntsb.org)  
[www.mntsb.org](http://www.mntsb.org)

### **Teamworks, Inc.**

Mick Christianson  
P.O. Box 629  
Park Rapids, MN 56470  
(218) 732-3622  
Fax: 218-732-7343  
[mickchristianson@teamworks-hps.com](mailto:mickchristianson@teamworks-hps.com)



## **Appendix G: GAO Case Study**

GAO

Testimony

Before the Subcommittee on Financial  
Services and General Government,  
Committee on Appropriations, House of  
Representatives

---

For Release on Delivery  
Expected at 10:00 a.m. EDT  
Tuesday, March 6, 2007

# HUMAN CAPITAL

## Federal Workforce Challenges in the 21st Century

Statement of J. Christopher Mihm  
Managing Director, Strategic Issues





Highlights of [GAO-07-556T](#), a testimony before the Subcommittee on Financial Services and General Government, Committee on Appropriations, House of Representatives

## Why GAO Did This Study

The federal government is facing new and more complex challenges in the 21st century because of long-term fiscal constraints, changing demographics, evolving governance models, and other factors. Strategic human capital management, which remains on GAO's high-risk list, must be the centerpiece of any serious change management and transformation effort to meet these challenges. However, federal agencies do not consistently have the modern, effective, economical, and efficient human capital programs, policies, and procedures needed to succeed in their transformation efforts. In addition, the Office of Personnel Management (OPM) must have the capacity to successfully guide human capital transformations. This testimony, based on a large body of GAO work over many years, focuses on strategic human capital management challenges that many federal agencies continue to face.

## What GAO Recommends

This testimony underscores recommendations made to OPM in January 2007 to improve its capacity for future reforms. OPM has said it has made progress toward achieving its operational and strategic goals. In addition, this testimony serves as a guide to Congress as it scrutinizes agencies' transformation plans, capabilities, and measurable results to make informed funding decisions during a period of likely sustained budget constraints.

[www.gao.gov/cgi-bin/getrpt?GAO-07-556T](http://www.gao.gov/cgi-bin/getrpt?GAO-07-556T).

To view the full product, including the scope and methodology, click on the link above. For more information, contact J. Christopher Mihm at (202) 512-6806 or [mihmj@gao.gov](mailto:mihmj@gao.gov).

# HUMAN CAPITAL

## Federal Workforce Challenges in the 21st Century

### What GAO Found

Federal agencies continue to face strategic human capital challenges in:

**Leadership:** Top leadership in agencies across the federal government must provide committed and inspired attention needed to address human capital and related organizational transformation issues. However, slightly less than half of respondents to the *2006 Federal Human Capital Survey* reported a high level of respect for senior leaders while only 38 percent agreed or strongly agreed that leaders in their organizations generate high levels of motivation and commitment in the workforce.

**Strategic Human Capital Planning:** Strategic human capital planning that is integrated with broader organizational strategic planning is critical to ensuring agencies have the talent they need for future challenges, especially as the federal government faces a retirement wave. Too often, agencies do not have the components of strategic human capital planning needed to address their current and emerging human capital challenges.

**Acquiring, Developing, and Retaining Talent:** Faced with a workforce that is becoming more retirement eligible and finding gaps in talent, agencies need to strengthen their efforts and use of available flexibilities to acquire, develop, motivate, and retain talent. Agencies are not uniformly using available flexibilities to recruit and hire top talent and to address the current and emerging demographic challenges facing the government.

**Results-Oriented Organizational Culture:** Leading organizations create a clear linkage—"line of sight"—between individual performance and organizational success and, thus, transform their cultures to be more results-oriented, customer-focused, and collaborative. However, in many cases, the federal government does not have these linkages and has not transformed how it classifies, compensates, develops, and motivates its employees to achieve maximum results within available resources and existing authorities.

Agencies are facing strategic human capital challenges in a period of likely sustained budget constraints. Budget constraints will require agencies to plan their transformations more strategically, prioritize their needs, evaluate results, allocate their resources more carefully, and react to workforce challenges more expeditiously in order to achieve their missions economically, efficiently, and effectively.

OPM will continue to play a key role in fostering and guiding strategic human capital management improvements in the executive branch and in helping agencies meet transformation challenges. Although making commendable efforts in transforming itself to more a consultant, toolmaker, and strategic partner in leading and supporting agencies' human capital management systems, OPM has itself faced challenges in its capacity to assist, guide, and certify agencies' readiness to implement reforms.

---

Chairman Serrano and Members of the Subcommittee:

Thank you for the opportunity to be here today to discuss challenges in the management of today's federal workforce. Driven by long-term fiscal constraints, changing demographics, evolving governance models, and other factors, the federal government is facing new and more complex challenges in the 21st century and federal agencies must transform their organizations to meet these challenges. Strategic human capital management must be the centerpiece of any serious change management strategy. In 2001, we identified human capital management as a governmentwide high-risk area because federal agencies lacked a strategic approach to human capital management that integrated human capital efforts with their missions and program goals.<sup>1</sup> Although progress has been made, the area remains on our most recent high-risk list because there is still the need for a governmentwide framework to advance human capital reform. This framework is essential to avoid further fragmentation within the civil service, ensure management flexibility as appropriate, allow a reasonable degree of consistency, provide adequate safeguards, and maintain a level playing field among agencies competing for talent.<sup>2</sup>

Federal agencies do not always have the right people in the right jobs at the right time to meet the challenges they face. Today and in the near term, the federal government is facing a retirement wave and with it the loss of leadership and institutional knowledge at all levels. Agencies not only face a fiercely competitive market for talent but hiring is also affected by uncompetitive salaries in some critical occupations and lengthy hiring processes. Federal employees also operate in a culture where there is often not a clear line of sight between individual effort and organization results. Of particular concern, federal agencies do not consistently have the modern, effective, economical, and efficient human capital programs, policies, and procedures they need to succeed in their transformation efforts. As the government's human capital leader, the Office of Personnel Management (OPM) has a key role in helping executive branch agencies build the needed infrastructure to support their transformation efforts. At the request of the Chairman and Ranking Minority Member of the Senate Committee on Homeland Security and Governmental Affairs and the Chairman and Ranking Minority Member of the Subcommittee on Oversight of Government Management, the Federal Workforce, and the

---

<sup>1</sup>GAO, *High-Risk Series: An Update*, [GAO-01-263](#) (Washington, D.C.: January 2001).

<sup>2</sup>GAO, *High-Risk Series: An Update*, [GAO-07-310](#) (Washington, D.C.: January 2007).

---

District of Columbia, Senate Committee on Homeland Security and Governmental Affairs, we are undertaking a body of work examining OPM's internal capacity to lead and implement governmentwide human capital reform.

My remarks today, based on a large body of GAO work over many years, will focus on the strategic human capital management challenges that agencies continue to face in four key areas:

- **Leadership:** Top leadership in the agencies must provide the committed and inspired attention needed to address human capital and related organization transformation issues. In addition, OPM, as the government's human capital leader, must have the internal capacity to lead agencies' efforts.
- **Strategic Human Capital Planning:** Agencies' human capital planning efforts need to be fully integrated with mission and critical program goals. Too often, agencies do not have the components of strategic human capital planning needed to address their current and emerging challenges.
- **Acquiring, Developing, and Retaining Talent:** Augmented efforts are needed to improve recruiting, hiring, professional development, and retention strategies to ensure that agencies have the needed talent. Agencies need to ensure that they are using flexibilities available to them to recruit and hire top talent and to address the current and emerging demographic challenges facing the government.
- **Results-Oriented Organizational Cultures:** Organizational cultures need to promote high performance and accountability and empower and include employees in setting and accomplishing programmatic goals. In many cases, the federal government has not transformed how it classifies, compensates, develops, and motivates its employees to achieve maximum results within available resources and existing authorities. Congress has recently taken important steps in this direction by providing the Departments of Defense (DOD) and Homeland Security (DHS) with authorities intended to help them manage their people more strategically.

Agencies not only face these challenges in moving forward but do so during a period of likely sustained budget constraints. However, budget constraints should not be viewed as an insurmountable obstacle to needed human capital reform. Rather, tighter budgets will require agencies to plan their transformations more strategically, prioritize their needs, evaluate results, allocate their resources more carefully, and react to workforce challenges more expeditiously in order to achieve their missions economically, efficiently, and effectively. Although human capital reforms often require an investment of budgetary resources, many of these costs



---

are one-time in nature that can pay future dividends through more efficient agency operations. In the current fiscal environment, Congress will need to scrutinize agencies' transformation plans, capabilities, and measurable results to make informed funding decisions.

---

## Sustained Leadership Is Essential to Successful Transformations

Leadership in agencies across the federal government is essential to providing the accountable, committed, consistent, and sustained attention needed to address human capital and related organization transformation issues. Leaders must not only embrace reform, they must integrate the human capital function into their agencies' core planning and business activities. Senior executive leadership is especially key today as the federal government faces significant reform challenges. OPM's *2006 Federal Human Capital Survey* (FHCS) results showed that the government needs to establish a more effective leadership corps.<sup>3</sup> For example, slightly less than half of employees responding to the survey reported a high level of respect for their senior leaders or are satisfied with the information they receive from management on what is going on in the organization. Similarly, only 38 percent of respondents agreed or strongly agreed with the statement that leaders in their organization generate high levels of motivation and commitment in the workforce. This represents little change from the 2004 survey when 37 percent of respondents had positive responses to this question. However, a majority of respondents, 58 percent, agreed or strongly agreed that managers communicate the goals and priorities of the organization. This level of response is essentially the same as the 2004 survey when 59 percent of respondents provided a positive response to this item.

OPM plays a key role in fostering and guiding improvements in all areas of strategic human capital management in the executive branch. As part of its key leadership role, OPM can assist—and as appropriate, require—the building of the infrastructures within agencies needed to successfully implement and sustain human capital reforms and related initiatives. OPM can do this in part by encouraging continuous improvement and providing appropriate assistance to support agencies' efforts. For example, OPM has exerted human capital leadership through its Human Capital Scorecard of

---

<sup>3</sup>Office of Personnel Management, *2006 Federal Human Capital Survey: Results from the 2006 Federal Human Capital Survey* (Washington, D.C.: Jan. 17, 2007). The survey involved a sample of full-time, permanent employees from agencies making up 97 percent of the executive branch workforce, with the results generalizable to the population covered by the survey.

---

the President's Management Agenda to assist agencies in improving strategic management of their human capital. Also, OPM has developed the governmentwide FHCS to assist agencies and OPM in better understanding specific and governmentwide agency workforce management conditions and practices in the areas of leadership, performance culture, and talent. Most recently, OPM began a television campaign to promote federal employment and has undertaken a greater focus on succession planning to respond to the forthcoming federal retirement wave.

However, in leading governmentwide human capital reform, OPM has itself faced challenges in its capacity to assist, guide, and certify agencies' readiness to implement reforms. We recently reported that OPM has made commendable efforts in transforming itself from less a rulemaker, enforcer, and independent agent to more a consultant, toolmaker and strategic partner in leading and supporting executive agencies' human capital management systems.<sup>4</sup> We also reported on OPM's leadership of transformation efforts. Using the new senior executive performance-based pay system and other recent human capital reform initiatives as a model for understanding OPM's capacity to lead and implement future human capital reforms, we identified seven key lessons learned, which are (1) ensure internal OPM capacity to lead and implement reform, (2) ensure that executive branch agencies' infrastructures support reform, (3) collaborate with the Chief Human Capital Officer (CHCO) council, (4) develop clear and timely guidance, (5) share best practices, (6) solicit and incorporate feedback, and (7) track progress to ensure accountability. In addition to the lessons learned that can be applied to future human capital reforms, we recommended, among other things, that OPM (1) improve its capacity for future reforms by reexamining its own agencywide skills and (2) address issues specific to senior executive pay systems, such as sharing best practices and tracking progress towards goals. OPM has said that it has made progress toward achieving its operational and strategic goals.<sup>5</sup>

Equally important is OPM's leadership in federal workforce diversity and oversight of merit system principles. In our review of how OPM and the

---

<sup>4</sup>GAO, *Office of Personnel Management: Key Lessons Learned to Date for Strengthening Capacity to Lead and Implement Human Capital Reforms*, [GAO-07-90](#) (Washington, D.C.: Jan. 19, 2007).

<sup>5</sup>[GAO-07-90](#).

---

Equal Employment Opportunity Commission (EEOC) carry out their mutually shared responsibilities for helping to assure a fair, inclusive, and nondiscriminatory federal workplace, we found limited coordination between the two agencies in policy and oversight matters.<sup>6</sup> The lack of a strategic partnership between the two agencies and an insufficient understanding of their mutual roles, authority, and responsibilities can result in a lost opportunity to realize consistency, efficiency, and public value in federal equal employment opportunity and workplace diversity human capital management practices. We recommended that OPM and EEOC regularly coordinate in carrying out their responsibilities under the equal employment opportunity policy framework and seek opportunities for streamlining like reporting requirements. Both agencies acknowledged that their collaborative efforts could be strengthened but took exception to the recommendation to streamline requirements. We continue to believe in the value of more collaboration. As of August of last year, the two agencies had begun discussions on ways to increase coordination.

---

## Strategic Human Capital Planning Is Critical to Agencies' Transformation

Strategic human capital planning is the centerpiece of federal agencies' efforts to transform their organizations to meet the governance challenges of the 21st century. Generally, strategic workforce planning addresses two critical needs: (1) aligning an organization's human capital program with its current and emerging mission and programmatic goals and (2) developing long-term strategies for acquiring, developing, motivating, and retaining staff to achieve programmatic goals. The long-term fiscal outlook and challenges to governance in the 21st century are prompting fundamental reexaminations of what government does, how it does it, and who does it. Strategic human capital planning that is integrated with broader organizational strategic planning is critical to ensuring agencies have the talent they need for future challenges.

An agency's strategic human capital plan should address the demographic trends that the agency faces with its workforce, especially pending retirements. In 2006, OPM reported that approximately 60 percent of the government's 1.6 million white-collar employees and 90 percent of about 6,000 federal executives will be eligible for retirement over the next 10 years. We have found that leading organizations go beyond a succession

---

<sup>6</sup>GAO, *Equal Employment Opportunity: Improved Coordination Needed between EEOC and OPM in Leading Federal Workplace EEO*, GAO-06-214 (Washington, D.C.: June 16, 2006).

---

planning approach that focuses on simply replacing individuals and engage in broad, integrated succession planning and management efforts that focus on strengthening both current and future organizational capacity to obtain or develop the knowledge, skills, and abilities they need to meet their missions.<sup>7</sup> For example, about one third of the Nuclear Regulatory Commission's (NRC) workforce with mission-critical skills will be eligible to retire by 2010.<sup>8</sup> At the same time, NRC's workforce needs to expand because NRC expects to receive applications for new nuclear power reactors beginning in October 2007. Although there is room for further improvement, we found that NRC's human capital planning framework is generally aligned with its strategic goals and coherently identifies the activities needed to achieve a diverse, skilled workforce and an infrastructure that fully supports the agency's mission and goals. The agency's framework included using its human capital authorities, developing a critical skills and gaps inventory tool, and using targets and measures to monitor the composition of its hires and separations. NRC has been effective in recruiting, developing, and retaining a critically skilled workforce, though it is unclear if this trend will continue in the next few years.

We also have reported in recent years on a number of human capital issues that have hampered the Department of State's ability to carry out U.S. foreign policy priorities and objectives, particularly at posts central to the war on terror.<sup>9</sup> For example, the department initiated a number of efforts to improve its foreign language capabilities. However, it has not systematically evaluated the effectiveness of these efforts, and it continues to experience difficulties filling its language-designated positions with language proficient staff. We reported that these gaps in language proficiency can adversely affect the department's ability to communicate with foreign audiences and execute critical duties.

Another example of the government's strategic human capital planning challenges involves its acquisition workforce. The government increasingly relies on contractors for roles and missions previously

---

<sup>7</sup>GAO, *Human Capital: Succession Planning and Management Is Critical Driver of Organizational Transformation*, [GAO-04-127T](#) (Washington, D.C.: Oct. 1, 2003).

<sup>8</sup>GAO, *Human Capital: Retirements and Anticipated New Reactor Applications Will Challenge NRC's Workforce*, [GAO-07-105](#) (Washington, D.C.: Jan. 17, 2007).

<sup>9</sup>GAO, *Department of State: Staffing and Foreign Language Shortfalls Persist Despite Initiatives to Address Gaps*, [GAO-06-894](#) (Washington, D.C.: Aug. 4, 2006).

---

performed by government employees. Acquisition of products and services from contractors consumes about a quarter of discretionary spending governmentwide and is a key function in many federal agencies. We reported in 2003 that because of a more sophisticated business environment, most acquisition professionals would need to acquire a new set of skills focusing on business management.<sup>10</sup> In a forum hosted by the Comptroller General in July 2006, acquisition experts reported that agency leaders have not recognized or elevated the importance of the acquisition profession within their organizations, and a strategic approach has not been taken across government or within agencies to focus on workforce challenges, such as creating a positive image essential to successfully recruit and retain a new generation of talented acquisition professionals.<sup>11</sup>

---

## Acquiring, Developing, and Retaining Talent Remains a Federal Workforce Challenge

Faced with a workforce that is becoming more retirement-eligible and finding gaps in talent because of changes in the knowledge, skills, and competencies in occupations needed to meet their missions, agencies need to strengthen their efforts and use of available flexibilities to acquire, develop, motivate, and retain talent.

A chronic complaint about the federal hiring process is its lengthy procedures, which puts the federal government at a competitive disadvantage. In recent years, Congress, OPM, and agencies have taken significant steps to streamline the hiring process. For example, Congress has provided agencies with flexibilities such as the use of categorical rating and exemptions from the pay and classification restrictions of the General Schedule. OPM's efforts included improvements to the USAJOBS Web site as well as other measures, such as job fairs and television commercials, to make the public more aware of the work federal employees do. OPM has also established a model 45-day hiring program—the time-to-hire period from the date a vacancy announcement closes to the date a job offer is extended. In addition, OPM has developed a Hiring Tool Kit on its website to help agencies improve their hiring processes. Moreover, OPM assists agencies on the use of student employment program flexibilities, which can expedite the hiring process and lead to noncompetitive conversion to permanent employment. Our work,

---

<sup>10</sup>GAO, *Acquisition Workforce: Status of Agency Efforts to Address Future Needs*, GAO-03-55 (Washington, D.C.: Jan. 17, 2003).

<sup>11</sup>GAO, *Highlights of a GAO Forum: Federal Acquisition Challenges and Opportunities in the 21st Century*, GAO-07-45SP (Washington, D.C.: Oct. 6, 2006).



---

however, has found that agencies' use of the tools and flexibilities that Congress has provided has been uneven.<sup>12</sup> OPM has made some progress in assessing how agencies are using their hiring flexibilities and authorities. For example, in January of this year, we reported that OPM began working with a contractor in 2005 to review hiring flexibilities and authorities to determine which ones are used and not used, who is using them, and when and how they are being used.<sup>13</sup> As a result of its work with the contractor, OPM plans to survey eight CHCO Council agencies to evaluate the use and effectiveness of hiring authorities and flexibilities and use the results to improve policies in these areas. This is a positive step on OPM's part as we continue to believe that more needs to be done to provide information to help agencies meet these human capital needs.

Developing and maintaining workforces that reflect all segments of society and our nation's diversity is a key part of agencies' recruitment challenge. For example, the National Aeronautics and Space Administration (NASA) said it must compete with the private sector for the pool of Hispanics qualified for aerospace engineering positions, which is often attracted by more-lucrative employment opportunities in the private sector in more preferable locations.<sup>14</sup> To address the situation, part of NASA's strategy in recruiting Hispanics focuses on increasing educational attainment, beginning in kindergarten and continuing into college and graduate school, with the goal of attracting students into the NASA workforce and aerospace community. NASA centers sponsor, and its employees participate in, mentoring, tutoring, and other programs to encourage Hispanic and other students to pursue careers in science, engineering, technology, and math. NASA also developed a scholarship program designed to stimulate a continued interest in science, technology, engineering, and mathematics. Another example is the U.S. Air Force "Grow Your Own" aircraft maintenance program at three of its Texas bases. In partnership with vocational-technical schools, the program includes both on-the-job training and classroom education to provide a pool of trained candidates, including Hispanics, to replace retiring federal civilian aircraft maintenance workers.

---

<sup>12</sup>GAO, *Human Capital: Increasing Agencies' Use of New Hiring Flexibilities*, [GAO-04-959T](#) (Washington, D.C.: July 13, 2004).

<sup>13</sup>[GAO-07-90](#).

<sup>14</sup>GAO, *The Federal Workforce: Additional Insights Could Enhance Agency Efforts Related to Hispanic Representation*, [GAO-06-832](#) (Washington, D.C.: Aug. 17, 2006).

---

In addition to hiring, agencies need to have effective training and development programs to address gaps in the skills and competencies that they identified in their workforces. We have issued guidance that introduces a framework, consisting of a set of principles and key questions that federal agencies can use to ensure that their training and development investments are targeted strategically and are not wasted on efforts that are irrelevant, duplicative, or ineffective.<sup>15</sup> Training and developing new and current staff to fill new and different roles will play a crucial part in the federal government's endeavors to meet its transformation challenges. Of some concern, however, is the 2006 FHCS, which showed about half, or 54 percent, of respondents were very satisfied or satisfied with the training they receive on their current jobs, little change from the 2004 survey, which showed 55 percent had positive responses to this question.

---

## Results-Oriented Organizational Culture Is Key to High-Performing Agencies

High-performing organizations have found that to successfully transform themselves they must often fundamentally change their cultures so that they are more results-oriented, customer-focused, and collaborative in nature. An effective performance management system is critical to achieving this vital cultural transformation. Effective performance management systems are not merely used for once- or twice-yearly individual expectation setting and rating processes, but are tools to help the organization manage on a day-to-day basis. These systems are used to achieve results, accelerate change, and facilitate two-way communication throughout the year so that discussions about individual and organizational performance are integrated and ongoing. Moreover, leading public sector organizations both in the United States and abroad create a clear linkage—line of sight—between individual performance and organizational success and, thus, transform their cultures to be more results-oriented, customer-focused, and collaborative in nature.<sup>16</sup>

The government's senior executives need to lead the way in transforming their agencies' cultures. Credible performance management systems that align individual, team, and unit performance with organizational results can help manage and direct this process. The performance-based pay system that Congress established in November 2003 for members of the

---

<sup>15</sup>GAO, *Human Capital: A Guide for Assessing Strategic Training and Development Efforts in the Federal Government*, [GAO-04-546G](#) (Washington, D.C.: Mar. 1, 2004).

<sup>16</sup>GAO, *Results-Oriented Cultures: Creating a Clear Linkage between Individual Performance and Organizational Success*, [GAO-03-488](#) (Washington, D.C.: Mar. 14, 2003).

---

senior executive service (SES) seeks to provide a clear and direct linkage between performance and pay for the government's senior executives and is an important step toward governmentwide transformation.<sup>17</sup> Under this performance based pay system, senior executives no longer receive annual across-the-board pay increases or locality-pay adjustments. Executive branch agencies are to now base pay adjustments for senior executives on individual performance and contributions to agency performance through an evaluation of their skills, qualifications, or competencies as well their current responsibilities.<sup>18</sup>

Just as it has for senior executives, the federal government needs to fundamentally rethink its current approach to paying nonexecutive employees by better linking their pay to individual and organizational performance. Today's jobs in knowledge-based organizations require a much broader array of tasks that may cross the narrow and rigid boundaries of job classifications of the General Schedule system. Since being exempted from the General Schedule system, DOD and DHS have been moving toward occupational clusters and pay bands that better define occupations and facilitate movement toward performance management systems that create a line of sight between performance and organizational results, make meaningful differences in performance, and appropriately reward those who perform at the highest levels.

The results of the 2006 FHCS underscore the need for serious attention to the way federal employees are assessed and compensated. About a third, or 34 percent, of the respondents strongly agreed or agreed with the statement that promotions in their work units are based on merit. When respondents were asked if pay raises in their work units depend on how well employees perform their jobs, only 22 percent responded positively. These responses are consistent with past survey results. Further, somewhat less than a third of the survey respondents had a positive response to the question about whether their leadership and management recognized differences in performance in a meaningful way. High-performing organizations have found that actively involving employees and key stakeholders, such as unions and other employee associations, helps gain ownership of new performance management systems and

---

<sup>17</sup>Pub. L. No. 108-136, § 1125, 117 Stat. 1392, 1638 (Nov. 24, 2003).

<sup>18</sup>GAO, *Human Capital: Aligning Senior Executives' Performance with Organizational Results Is an Important Step Toward Governmentwide Transformation*, [GAO-06-1125T](#) (Washington, D.C.: Sept. 26, 2006).

---

improves employees' confidence and belief in the fairness of the systems. In addition, adequate safeguards need to be built into the performance management system to ensure fairness and to guard against abuse. Using safeguards, such as having an independent entity conduct reasonableness reviews of performance management decisions can help allay concerns and build a fair, credible, and transparent system.

In summary, Mr. Chairman, we need to continue to move forward with appropriate human capital reforms. But how reform is done, when it is done, and the basis on which it is done can make all the difference in whether such efforts are successful. Before implementing significant human capital reforms, especially reforms that make stronger links between employee pay and performance, executive branch agencies should follow a phased approach that meets a "show me" test. That is, each agency should be authorized to implement reform only after it has shown that it has met certain conditions, including having the institutional infrastructure to effectively and fairly implement any new authorities.

---

Mr. Chairman and Members of the Subcommittee, this completes my prepared statement. I would be pleased to respond to any questions you or others may have at this time.

---

## Contact and Acknowledgments

For further information regarding this statement, please contact J. Christopher Mihm, Managing Director, Strategic Issues, at (202) 512-6806, or [mihmj@gao.gov](mailto:mihmj@gao.gov). Individuals making key contributions to this testimony include Anthony P. Lofaro, Assistant Director; Ami J. Ballenger; Thomas M. Beall; Crystal M. Bernard; William Doherty; Karin K. Fangman; and Anthony R. Patterson.

---

---

This is a work of the U.S. government and is not subject to copyright protection in the United States. It may be reproduced and distributed in its entirety without further permission from GAO. However, because this work may contain copyrighted images or other material, permission from the copyright holder may be necessary if you wish to reproduce this material separately.



---

## GAO's Mission

The Government Accountability Office, the audit, evaluation and investigative arm of Congress, exists to support Congress in meeting its constitutional responsibilities and to help improve the performance and accountability of the federal government for the American people. GAO examines the use of public funds; evaluates federal programs and policies; and provides analyses, recommendations, and other assistance to help Congress make informed oversight, policy, and funding decisions. GAO's commitment to good government is reflected in its core values of accountability, integrity, and reliability.

---

## Obtaining Copies of GAO Reports and Testimony

The fastest and easiest way to obtain copies of GAO documents at no cost is through GAO's Web site ([www.gao.gov](http://www.gao.gov)). Each weekday, GAO posts newly released reports, testimony, and correspondence on its Web site. To have GAO e-mail you a list of newly posted products every afternoon, go to [www.gao.gov](http://www.gao.gov) and select "Subscribe to Updates."

---

## Order by Mail or Phone

The first copy of each printed report is free. Additional copies are \$2 each. A check or money order should be made out to the Superintendent of Documents. GAO also accepts VISA and Mastercard. Orders for 100 or more copies mailed to a single address are discounted 25 percent. Orders should be sent to:

U.S. Government Accountability Office  
441 G Street NW, Room LM  
Washington, D.C. 20548

To order by Phone: Voice: (202) 512-6000  
TDD: (202) 512-2537  
Fax: (202) 512-6061

---

## To Report Fraud, Waste, and Abuse in Federal Programs

Contact:

Web site: [www.gao.gov/fraudnet/fraudnet.htm](http://www.gao.gov/fraudnet/fraudnet.htm)

E-mail: [fraudnet@gao.gov](mailto:fraudnet@gao.gov)

Automated answering system: (800) 424-5454 or (202) 512-7470

---

## Congressional Relations

Gloria Jarmon, Managing Director, [JarmonG@gao.gov](mailto:JarmonG@gao.gov) (202) 512-4400  
U.S. Government Accountability Office, 441 G Street NW, Room 7125  
Washington, D.C. 20548

---

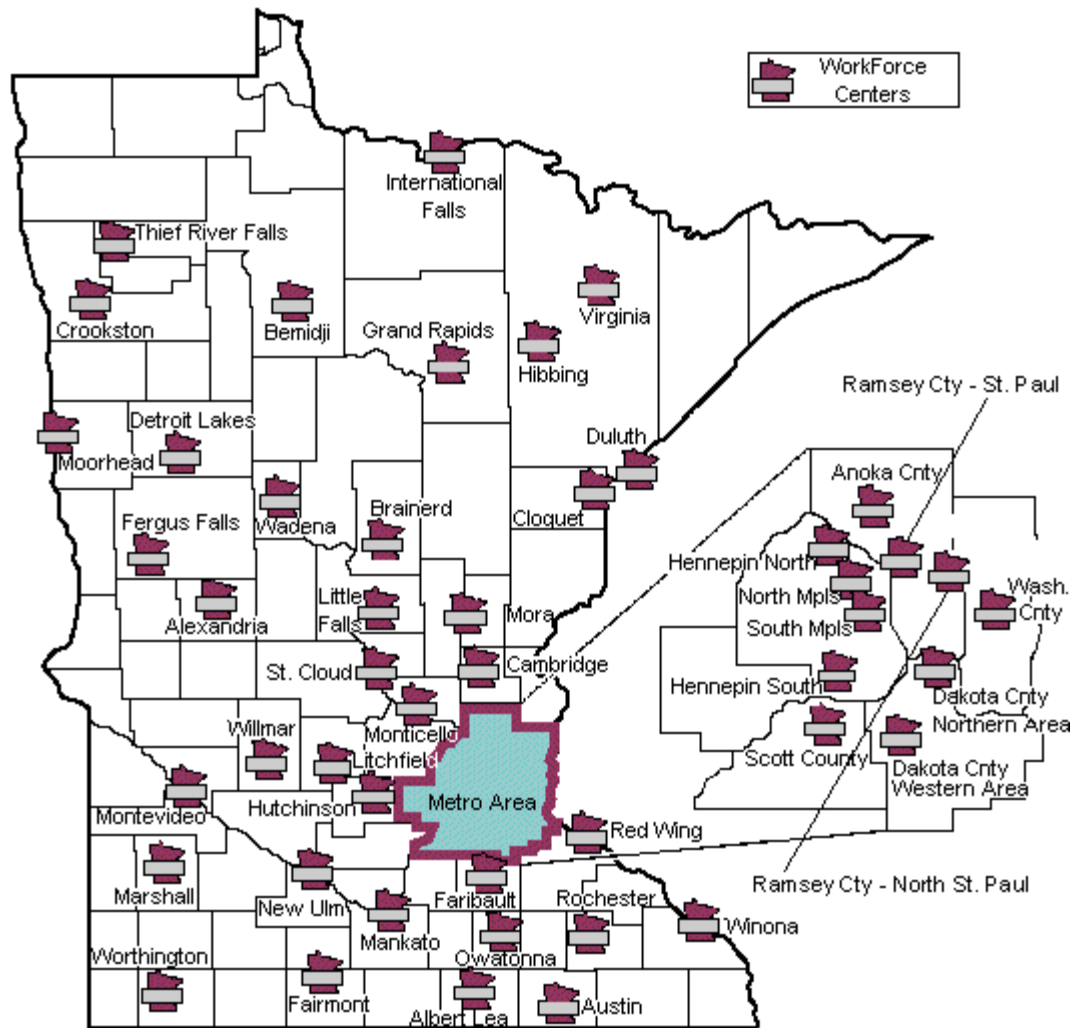
## Public Affairs

Paul Anderson, Managing Director, [AndersonP1@gao.gov](mailto:AndersonP1@gao.gov) (202) 512-4800  
U.S. Government Accountability Office, 441 G Street NW, Room 7149  
Washington, D.C. 20548

# Appendix H: Minnesota Workforce Centers

Note: Source of map: <http://www.mnwfc.org/field/index.htm>

Note: Source of Workforce Center locations: <http://www.mnwfc.org/field/wfctable.htm>



## WorkForce Center Listings: Twin Cities Metropolitan Area

<b><u>Anoka County</u></b>	Anoka County Human Services Building 1201 89th Avenue N.E., Suite 235 <b>Blaine</b> , MN 55434-3372 Phone: 763.783.4800 Fax: 763.783.4814 TTY: 763.785.5987 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday Open Tuesdays until 6:30 p.m.
<b><u>Dakota County-Northern Area</u></b>	1 Mendota Road W., Suite 170 <b>West St. Paul</b> , MN 55118 Phone: 651.554.5955 Fax: 651.554.5928 TTY: 651.554.5914 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Dakota County-Western Area</u></b>	Southcross Commons Center IV 2900 W County Road 42, Suite 140 <b>Burnsville</b> , MN 55306 Phone: 952.895.7600 Fax: 952.895.7660 TTY: 952.895.7661 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Hennepin North</u></b>	7115 Northland Terrace N., Suite 100 <b>Brooklyn Park</b> , MN 55428 Phone: 763.536.6000 Fax: 763.536.6001 TTY: 763.536.6005 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Hennepin South</u></b>	4220 Old Shakopee Road W <b>Bloomington</b> , MN 55437-2949 Phone: 952.346.4000 Fax: 952.346.4042 TTY: 952.346.4043 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Minneapolis North</u></b>	1200 Plymouth Avenue N. <b>Minneapolis</b> , MN 55411-4085 Phone: 612.520.3500 Fax: 612.520.3530 , TTY: 612.302.7061 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Minneapolis South</u></b>	777 E. Lake Street <b>Minneapolis</b> , MN 55407-1546

	Phone: 612.821.4000 Fax: 612.821.4014 TTY: 612.821.4013 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Ramsey County-North St. Paul</u></b>	McKnight 36 Plaza N. 2098 11th Avenue E. <b>North St. Paul</b> , MN 55109-5100 Phone: 651.779.5666 Fax: 651.779.5646 TTY: 651.779.5223 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Ramsey County-St. Paul</u></b>	540 Fairview Ave. N <b>St. Paul</b> , MN 55104 Phone: 651.642.0363 Fax: 651.642.0706 TTY: 651.642.0679 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Scott County</u></b>	752 Canterbury Road S. <b>Shakopee</b> , MN 55379 Phone: 952.445.7087 Fax: 952.403.7995 TTY: 952.403.7999 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Washington County</u></b>	2150 Radio Drive <b>Woodbury</b> , MN 55125 Phone: 651.275.8650 Fax: 651.275.8682 TTY: 651.275.8653 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday

## WorkForce Center Listings: Greater Minnesota

<b><u>Albert Lea</u></b>	Skyline Mall 1649 W. Main Street <b>Albert Lea</b> , MN 56007-1868 Phone: 507.379.3409 Fax: 507.379.3413 TTY: 507.379.3409 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Alexandria</u></b>	303 22nd Avenue W., Suite 107 <b>Alexandria</b> , MN 56308 Phone: 320.762.7800 Fax: 320.762.7530 TTY: 320.762.7805 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Austin</u></b>	Riverland Community College 1900 8th Avenue N.W. <b>Austin</b> , MN 55912-1473 Phone: 507.433.0555 Fax: 507.433.0591 TTY: 507.433.0556 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Bemidji</u></b>	616 America Avenue N.W., Suite 210 <b>Bemidji</b> , MN 56601 Phone: 218.333.8200 Fax: 218.755.4458 TTY: 218.755.4422 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Brainerd</u></b>	204 Laurel Street, Suite 21 <b>Brainerd</b> , MN 56401 Phone: 218.828.2450 Fax: 218.828.6194 TTY: 218.855.5030 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Cambridge</u></b>	1575 Highway 95 E. #C <b>Cambridge</b> , MN 55008-1756 Phone: 763.689.7136 Fax: 763.689.7140 TTY: 763.689.7569 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Cloquet</u></b>	715 Cloquet Avenue <b>Cloquet</b> , MN 55720-1629



	Phone: 218.878.4414 Fax: 218.878.4409 TTY: 218.878.4414 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Crookston</u></b>	1730 University Avenue <b>Crookston</b> , MN 56716-1112 Phone: 218.281.6020 Fax: 218.281.6025 TTY: 218.281.6020 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Detroit Lakes</u></b>	Roosevelt Building 801 Roosevelt Avenue <b>Detroit Lakes</b> , MN 56501-3703 Phone: 218.846.7379 Fax: 218.846.0773 TTY: 218.846.0772 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Duluth</u></b>	Government Services Center 320 W. 2nd Street, Suite 205 <b>Duluth</b> , MN 55802 Phone: 218.723.4730 Fax: 218.723.4734 TTY: 218.723.4725 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Fairmont</u></b>	Arthur Andrews Office Park 923 N. State Street, Suite 110 <b>Fairmont</b> , MN 56031-3899 Phone: 507.235.5518 Fax: 507.238.4214 TTY: 507.235.5518 Hours: 7:30 a.m. - 4:45 p.m., Monday - Friday
<b><u>Faribault</u></b>	Faribo Town Square 201 Lyndale Avenue S., Suite 1 <b>Faribault</b> , MN 55021-5758 Phone: 507.333.2047 Fax: 507.332.5487 TTY: 507.333.2047 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Fergus Falls</u></b>	Lincoln Center 125 W. Lincoln Avenue, Suite 1 <b>Fergus Falls</b> , MN 56537

	Phone: 218.739.7560 Fax: 218.739.7496 TTY: 218.739.7287 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Grand Rapids</u></b>	Itasca Resource Center 1215 S.E. 2nd Avenue <b>Grand Rapids</b> , MN 55744-3982 Phone: 218.327.4480 Fax: 218.327.4179 TTY: 218.327.4480 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Hibbing</u></b>	3920 13th Avenue E. <b>Hibbing</b> , MN 55746-0068 Phone: 218.262.6777 Fax: 218.262.7316 TTY: 218.262.6777 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Hutchinson</u></b>	Ridgewater College 2 Century Avenue S.E. <b>Hutchinson</b> , MN 55350-0550 Phone: 320.587.4740 Fax: 320.234.7769 TTY: 320.587.4740 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>International Falls</u></b>	Rainy River Community College 1501 Highway 71, SC 128 <b>International Falls</b> , MN 56649 Phone: 218.283.9427 Fax: 218.283.4042 TTY: 218.283.9427 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Litchfield</u></b>	Meeker County Family Services Building 114 N. Holcombe Avenue, Suite 170 <b>Litchfield</b> , MN 55355-2273 Phone: 320.693.2859 Fax: 320.693.9146 , TTY: 320.693.2859 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Little Falls</u></b>	Coborns Complex 315 12th Street N.E. <b>Little Falls</b> , MN 56345-2910 Phone: 320.616.2400

	Fax: 320.616.2424 TTY: 800.627.3529 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday Open until 8:00 p.m. every Wednesday
<b><u>Mankato</u></b>	Mankato Place 12 Civic Center Plaza, Suite 1600A <b>Mankato</b> , MN 56001-7796 Phone: 507.389.6723 Fax: 507.389.2708 TTY: 507.389.6512 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Marshall</u></b>	Lyon County Courthouse 607 W. Main Street <b>Marshall</b> , MN 56258 Phone: 507.537.6236 Fax: 507.537.6362 TTY: 507.537.6237 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Montevideo</u></b>	202 North 1st Street <b>Montevideo</b> , MN 56265 Phone: 320.269.8819 Fax: 320.269.5696 TTY: 320.269.8819 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Monticello</u></b>	106 Pine Street <b>Monticello</b> , MN 55362-8302 Phone: 763.271.3400 Fax: 763.271.3701 TTY: 763.271.3745 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Moorhead</u></b>	Clay County Family Service Center 715 11th Street N., Suite 302 <b>Moorhead</b> , MN 56560-2086 Phone: 218.287.5060 Fax: 218.299.5871 , TTY: 218.236.2001 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Mora</u></b>	903 Forest Avenue E. <b>Mora</b> , MN 55051-1431 Phone: 320.679.6484 Fax: 320.679.6495 TTY: 320.679.6494

	Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>New Ulm</u></b>	1618 S. Broadway Street <b>New Ulm</b> , MN 56073-3756 Phone: 507.354.3138 Fax: 507.354.6997 TTY: 507.354.3138 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Owatonna</u></b>	631 Cedar Avenue N. <b>Owatonna</b> , MN 55060 Phone: 507.446.1470 Fax: 507.446.1480 TTY: 507.446.1470 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Red Wing</u></b>	1606 W. Third Street <b>Red Wing</b> , MN 55066 Phone: 651.385.6480 Fax: 651.385.6484 TTY: 651.385.6404 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Rochester</u></b>	300 11th Avenue N.W., Suite 112 <b>Rochester</b> , MN 55901 Phone: 507.285.7315 Fax: 507.280.5523 TTY: 507.280.3584 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>St. Cloud</u></b>	1542 Northway Drive Door 2 <b>St. Cloud</b> , MN 56303 Phone: 320.308.5320 Fax: 320.308.5173 TTY: 320.308.6434 Hours: 8:00 a.m. - 4:30 p.m.
<b><u>Thief River Falls</u></b>	Northland Community College 1301 Highway 1 E. <b>Thief River Falls</b> , MN 56701-2500 Phone: 218.681.0909 Fax: 218.681.0913 TTY: 218.681.0919 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday

<b><u>Virginia</u></b>	Olcott Plaza 820 N. 9th Avenue, Suite 250 <b>Virginia</b> , MN 55792-2345 Phone: 218.748.2200 Fax: 218.748.2288 TTY: 218.748.2222 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Wadena</u></b>	124 1st Street S.E., Suite 2 <b>Wadena</b> , MN 56482-1538 Phone: 218.631.7660 Fax: 218.631.7676 TTY: 218.631.7677 Hours: 8:00 a.m. - 5:00 p.m., Monday - Friday
<b><u>Willmar</u></b>	Kandiyohi County Health and Human Service Building 2200 23rd Street N.E., Suite 2040 <b>Willmar</b> , MN 56201-9423 Phone: 320.231.5174 Fax: 320.231.6054 TTY: 320.231.5174 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday
<b><u>Winona</u></b>	Minnesota State College - Southeast Technical 1250 Homer Road, Suite 200 <b>Winona</b> , MN 55987-4897 Phone: 507.453.2920 Fax: 507.453.2960 TTY: 507.453.2930 Hours: 7:30 a.m. - 4:30 p.m., Monday - Friday
<b><u>Worthington</u></b>	318 9th Street <b>Worthington</b> , MN 56187-2342 Phone: 507.376.3116 Fax: 507.376.3630 TTY: 507.376.3116 Hours: 8:00 a.m. - 4:30 p.m., Monday - Friday